

## **Efficient Ways of Performance Analysis of Recruiter- An Industry Insight**

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### **ABSTRACT**

Many industries have been using team of 4-5 recruiters who are engaged in sourcing and closing open indents. Periodically, recruiters send their reports for which they take more than 30 min or so every time. Same time is taken by the reader / Manager, to go through each report. Can it be reduced? By the year end, these HR people design performance appraisal system. Performance of other departments in the company is gauged on this basis. But can organization use same scale to measure performance of recruiters?

Approach of organizations is changing. While manpower planning, recruitment manpower is also one of the major concern. More the recruiters, more challenging are the jobs to evaluate and compare accomplishment of each recruiter with other. It is important to have standardization of reports so as to compare them at same scale. Mechanism need to be very convenient, flexible, user friendly and economical.

Focus of this paper is to bring some economic options that can generate recruitment efficiency reports within 30 seconds. Researcher presents some of the ideas that he has experienced over past 6 years in various industries. It also brings into notice database formats that are required to be maintained to get action oriented results. This will definitely reduce duration of recruitment analysis at least by 50% or even more.

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**Key words:** Efficiency, Performance review, Recruitment, Standardization

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## Introduction

Recruiter – someone who can articulate a logical process for actively seeking out qualified job candidates for a job opportunity, and can then pre-screen for applicable skills and experience before submitting only the top job candidates to the employer for consideration. They also help manage the interview, offer, and transition stages to get the new hire on board and give you search updates as agreed upon.

Success in recruitment in the early 21st century depends on a customer-friendly, seamless process that enhances the identification of appropriate candidates, features excellent and timely communication to candidates and hiring managers, and results in exceptional hires (Bernard Hodes Health Care Team, 2009). During boom period, when companies were paying high perks to its team, recruitment industry was one of the busiest one! Many consultancy firms, recruitment firms emerged. Experience used to receive at least one call every day for job change. Foreseeing higher business and expansion opportunities, companies hired fresher as well in bulk. They were kept on bench. Even without working and spending time in companies' sports club etc., nobody was questioning about their contribution to companies.

In the current economic climate in early 2009, with fewer vacancies and less turnover, the need for a good process is no less critical. Process issues in health care recruitment will result in positions unfilled, shifts running short, increased use of temporary staff and an unnecessary and costly impact on budgets. Process issues will also have a very negative impact on an organization's reputation and brand.

When economy is struggling, biggest business losers were recruitment firms and HR employees. For cost cutting, industries took many steps like TPM, Kaizen, automation, removing man dependent systems, salary restructuring, employee lay off, VRS, business transformation etc. One of the most important steps, taken by almost all industries was - man power planning!

No doubt that it is departmental responsibility to evaluate what is team size requirement. But eventually, it hits organizations effectiveness. Human Resource Management itself talks about optimal utilization of all types of resources with minimum complexity. If it is true, then it is evident that despite of any of the departments, HR department has to be closely associated with its man power planning.

Making money as a recruiter can be very volatile. When the economy is good, there's almost nothing better, and when the economy is bad, there's almost nothing worse.

Here is major challenges recruitment agencies face in these difficult times:

### *Difficult to get job orders*

When companies are struggling themselves, and not hiring as many people, they are much less likely to be willing to pay a substantial fee to a recruiter

### *Purple Squirrels*

A 'Purple Squirrel' is an order for a skill set or background that is extremely rare and hard to find... the proverbial 'needle in a haystack'. If a company is going to pay a fee to a recruiter, right now it is more likely going to be for a position they know is very tough to fill. Even though there are a lot of people in the market right now, usually the 'Purple Squirrel' candidates are still working with a great deal of job security. Their current companies understand how difficult it would be to replace them as well and so take good care of them. Given the uncertainty in the economy, those candidates are often less willing to consider a move.

### *Challenging Fees*

Competition is fierce. Many independent recruiters and small firms in particular are slashing their standard fees in the hope of attracting clients. Cheaper fees aren't necessarily a better deal for clients if they aren't getting the best candidate out of the bargain. A good recruiter competing against discounted fees, however, has to prove the value of their higher rates. (Harry, 2009)

In a booming economy, it's easier to place mediocre candidates. There are jobs for everyone. In this market, good recruiters are laser focused on finding the best of breed candidate for every position. Thus, right type of recruitment at right time is crucial! Recruiter need to understand situation of not only that company but also industry and overall economy. Now, we cannot afford to have *mechanics* that can just fill positions. We want *engineers* that can design economical, efficient and healthy recruitment system.

This will be possible only if there are appropriate performance evaluation techniques, terminologies, parameters and scales. Performance evaluation of recruiter provides information that can be used in decision about pay, intrinsic / extrinsic rewards, placement, positioning, training and many more purposes.

Each recruiter has different mindset, qualification, technical skills, preferences, choices, perception and analytical skills. With standardized database, we can bring all of them to same platform.

The overall aim of performance management is to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of business processes

and for their own skills and contributions within a framework provided by effective leadership. Its key purpose is to focus people on doing the right things by achieving goal clarity.

Specifically, performance management is about aligning individual objectives to organizational objectives and ensuring that individuals uphold corporate core values. It provides for expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be). The aim is to develop the capacity of people to meet and exceed expectations and to achieve their null potential to the benefit of themselves and the organization. Importantly, performance management is concerned with ensuring that the support and guidance people need to develop and improve are readily available.

The following are the aims of performance management as expressed by a variety of organizations (source: IRS Employment Trends, 1 August 2003, pp 12-19):

Empowering, motivating and rewarding employees to do their best (Armstrong World Industries)

Focusing employees' tasks on the right things and doing the right. Aligning everyone's individual goals to the goals of the organization (Eli Lilly & Co)

Proactively managing and resourcing performance against agreed accountabilities and objectives (ICI Paints)

Linking job performance to the achievement of the council's medium term corporate strategy and service plans (Leicestershire County Council)

The alignment of personal/individual objectives with team, department/divisional and corporate plans. The presentation of objectives with clearly defined goals/targets using measures, both soft and numeric. The monitoring of performance and tasking of continuous action as required (Macmillan Cancer Relief).

All individuals being clear about what they need to achieve and expected standards, and how that contributes to the overall success of the organization; receiving regular, fair, accurate feedback and coaching to stretch and motivate them to achieve their best (Marks & Spencer Financial Services).

Systematic approach to organizational performance aligning individual accountabilities to organizational targets and activity (Royal Berkshire and Battle Hospitals NHS Trust).

The process and behaviour by which managers manage the performance of their people to deliver a high-achieving organization (Standard Chartered Bank).

Maximizing the potential of individuals and teams to benefit themselves and the organization, focusing on achievement of their objectives (West Bromwich Building Society)

### **Review of literature**

Performance management is a planned process of which the primary elements are agreement, measurement, feedback, positive reinforcement and dialogue (Michael Armstrong, 2012). It is concerned with measuring outputs in the shape of delivered performance compared with expectations expressed as objectives. In this respect, it focuses on targets, standards and performance measures or indicators. It is based on the agreement of role requirements, objectives and performance improvement and personal development plans. It provides the setting for ongoing dialogues about performance, which involves the joint and continuing review of achievements against objectives, requirements and plans.

But it is also concerned with inputs and values. The inputs are the knowledge, skills and behaviours required to produce the expected results. Developmental needs are identified by defining these requirements and assessing the extent to which the expected levels of performance have been achieved through the effective use of knowledge and skills and through appropriate behaviour that upholds core values.

Performance management is a continuous and flexible process that involves managers and those whom they manage acting as partners within a framework that sets out how they can best work together to achieve the required results. It is based on the principle of management by contract and agreement rather than management by command. It relies on consensus and cooperation rather than control or coercion.

Performance management focuses on future performance planning and improvement rather than on retrospective performance appraisal. It functions as a continuous and evolutionary process, in which performance improves over time; and provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs. It is mainly concerned with individual performance but it can also be applied to teams. The focus is on development, although performance management is an important part of the reward system through the provision of feedback and recognition and the identification of opportunities for growth. It may be associated with performance- or contribution-related pay but its developmental aspects are much more important.

There are early references to performance appraisal in America going back over a hundred years. The federal Civil Service Commission's merit rating system was in place in 1887 (Grote, 2002).

Lord & Taylor introduced performance appraisal in 1914. Many companies were influenced by Frederick Taylor's "scientific management" efforts of the early twentieth century and concocted performance appraisals. Before World War II, however, very few organizations conducted any formal performance appraisals. A handful of companies and the military were the only ones using the procedure regularly. Most appraisals that were done concentrated more on an individual's personality and traits than on actual achievements against goals and formal analyses of the behaviors that produced those results. For any new entrant, recruitment is a step to enter / encounter organization culture, resources and social cognitive approach.

Then, in the 1950s Peter Drucker's novel idea of management by objectives (MBO) and Douglas McGregor's book *The Human Side of Enterprise*, which introduced his notions of Theory X and Theory Y, gained a lot of attention. A few companies moved from a mere trait assessment to the development of a procedure that concentrated on goal setting and made the appraisal process a shared responsibility between the individual and the manager. From the work of Drucker and McGregor, the performance appraisal procedure has grown to the point where a huge majority of companies now have a formal appraisal system.

Recruitment is studied as process that starts with vacancy created in a particular Department and ends with closing that indent. Recruiters plan to figure out when vacancy is to be taken into consideration based on other work load. Once scheduled, recruiters start searching for candidates and gather applicant's pool. Then, screening happens through tests, interviews etc. and finally candidate is selected.

As far as recruitment is concerned, feasible management of process is nothing but trying to make each process / step lean. If one wants to make process lean, process owner need to have all data in the form of information. Result oriented actions can be taken only if we have information as and when required. One cannot afford to arrive to action without knowing complex database in and out. Can anybody perform kidney operation without knowing the other organs that are dependent on it? Database can be complex but methodology to operate it needs to be simple, handy and easy to understand.

During boom period (2002 – 2006), when companies were paying high perks to its team, recruitment industry was one of the busiest one! Many consultancy firms, recruitment firms emerged. Experience used to receive at least one call every day for job change. Foreseeing higher business and expansion opportunities, companies hired fresher as well in bulk. They were

kept on bench. Even without working and spending time in companies' sports club etc., nobody was questioning about their contribution to companies.

Later, when economy started struggling, biggest business losers were recruitment firms and HR employees. For cost cutting, industries took many steps like TPM, Kaizen, automation, removing man dependent systems, salary restructuring, employee lay off, VRS, business transformation etc. One of the most important steps, taken by almost all industries was - man power planning!

No doubt that it is departmental responsibility to evaluate what is team size requirement. But eventually, it hits organizations effectiveness. Human Resource Management itself talks about optimal utilization of all types of resources with minimum complexity. If it is true, then it is evident that despite of any of the departments, HR department has to be closely associated with its man power planning.

When we say HR department should be closely associated with other departments, it means that there should be specific team which will be periodically interacting with other departments. It is this team that will be representing HR department. This team is nothing but recruitment team.

Content strategist Mike Loukides recently wrote, "The future belongs to the companies who figure out how to collect and use data successfully." (Jason, 2011)

While he may have been referring to marketing data, he could easily have been referring to recruitment. After all, recruitment essentially is just another form of marketing. Why do advertisers create focus groups? Administer surveys? Study consumers? They take the time to gather information on their consumers, analyze it, and use it to inform their marketing strategy and ultimately keep them ahead of the competition in the eyes of their target audience.

When it comes to recruiting, the importance of data to inform key decisions is no different. It is crucial that hiring managers and recruiters understand their target audience – who they are, what they value, how they approach their job search – in order to ensure they are reaching this audience with the right messages, at the right times and through the right channels.

Gone are the days when recruiters and hiring managers could get away with simply putting a job ad in a local paper, hoping people apply. Today, recruitment – that is, the efforts that attract, engage and retain the highest quality of employees – requires a strategy, and the key to that strategy is data.

And with more job seeker and employee data available than ever, employers today have no good reason not to use data to inform their recruiting efforts. In fact, ignoring this data is downright detrimental to their organizations, considering that the competition for attracting and retaining

the best talent is more intense than ever. Today's savviest employers are already using data as part of their recruitment strategy, and the trend is only increasing; those who are not quick to embrace data will simply fall behind.

Perhaps I should back up a bit, though. When I refer to 'data,' I'm referring to the years of research gathered from various job seeker, employee and employer surveys and tracking tools – all of which enable employers to make the most informed decisions around how to best grow their organization.

As Jason Lovelace suggests (Lovelace, 2011), no matter how baffling, how complicated or how seemingly obscure, there is almost no question regarding your recruitment process data cannot help you answer. Even questions you didn't know you had may be answered through data analysis. Let us look at the following:

#### *Employment brand*

What are the messages I'm sending to candidates? Does the way I perceive my corporate culture differ from the way others perceive it? How can I change this? What messages do I need to send to attract the candidates I want? Data can inform the way you communicate your message about your employer brand and prove yourself as an employer of choice – enabling you to better attract and retain top talent.

#### *Talent drain*

Which companies do my employees typically leave to work for me? Where do they go when they leave? Is there a pattern here? Am I targeting the right candidates? Who am I competing with for candidates? What do they offer that I don't, and can I change this?

#### *Supply and demand*

Where are my ideal candidates located? Which area of the country? Do I need to consider non-local candidates and offer relocation services? How can I convince qualified local talent to stay and work for me?

#### *Relocation*

Are job seekers willing to relocate? Are workers of a certain age or education level more likely to relocate than others? Are certain areas of the country more attractive to job seekers than others?

#### *Compensation*

Is the salary I offer competitive? Does it prevent candidates from applying to my organization? How does it compare to current trends in terms of industry, location and company size?



### *Diversity*

How can I attract a diverse set of workers? What do job seekers with various skills, experience and educational backgrounds seek in a potential employer? What are the messages I need to communicate to attract these different groups? What can I offer at my organization to promote and implement diversity?

### *Applicant drop-off*

Am I attracting the right candidates, but losing them during the application process? Is there a way I can simplify the application process to ensure candidates complete the application process? What prevents people from applying to my positions?

There is so much power in recruitment data as far as what you can find out about job seekers, employees, and, ultimately, your own organization, it's nearly impossible to justify not using it as part of your recruitment process. While the idea of implementing data into your recruitment strategy may seem overwhelming, it will ultimately save more time and money than ever once you see all the possibilities data intelligence opens up for you. Even better: you will continue to reap the rewards long after you've put your strategy in place.

If it helps, think of it this way: In the simplest of terms, the question you're ultimately answering is, "How can I most efficiently attract and retain the talent who will help my organization grow?" Otherwise, if you're not using data, it's all just guesswork.

When somebody wants to go to Mumbai from Pune, he will check which can be most economical, less time consuming and convenient transportation mechanism. Same is applicable here as well. We need to transport most suitable candidate in the crowd and bring to our company. This transportation happens based on recruiter's experience and resource (technology, media, internet etc.) availability. When we talk about any process / cycle, there has to be control points. Control in this case is not only closing indents but also controlling and feasibly managing each step in each process. When this recruitment cycle is complete, it is vital to conduct post mortem of process so that next cycle will be more efficient and productive. When next cycle completes, similar cross checks are to be applied and more improvement areas are to be figured out. It is this efficiency improvement that is expected from recruitment process. One can also say that it is *Kaizen* that we are doing to improve recruitment process.

This *kaizen* will take birth only if there is performance review / appraisal. Too often, performance appraisal is seen merely as a once-a-year drill mandated by the personnel department. But in organizations that take performance appraisal seriously and use the system

well, it is used as an ongoing process and not merely as an annual event. In these companies, performance appraisal follows a four-stage model (Grote, 2002):

#### Stage 1: Performance Planning

At the beginning of the year, the manager and individual get together for a performance-planning meeting. In this hour-long session they discuss what the person will achieve over the next twelve months (the key responsibilities of the person's job and the goals and projects the person will work on) and how the person will do the job (the behaviors and competencies the organization expects of its members). They typically also discuss the individual's development plans.

#### Stage 2: Performance Execution

Over the course of the year the employee works to achieve the goals, objectives, and key responsibilities of the job. The manager provides coaching and feedback to the individual to increase the probability of success. He creates the conditions that motivate and resolves any performance problems that arise. Midway through the year—perhaps even more frequently—they meet to review the individual's performance thus far against the plans and goals that they discussed in the performance-planning meeting.

#### Stage 3: Performance Assessment

As the time for the formal performance appraisal nears, the manager reflects on how well the subordinate has performed over the course of the year, assembles the various forms and paperwork that the organization provides to make this assessment, and fills them out. The manager may also recommend a change in the individual's compensation based on the quality of the individual's work. The completed assessment form is usually reviewed and approved by the appraiser's boss. Others—perhaps the department head or the compensation manager—may also review and approve the assessment.

#### Stage 4: Performance Review

The manager and the subordinate meet, usually for about an hour. They review the appraisal form that the manager has written and talk about how well the person performed over the past twelve months. At the end of the review meeting they set a date to meet again to hold a performance-planning discussion for the next twelve months, at which point the performance management process starts anew.

It is important to realize upfront that many of the criteria listed in this scorecard require data or information that must be collected by central management. If you fail as a manager to take the necessary steps required to gather this information you are (whether intentionally or not)

restricting every individual recruiter's opportunity for praise, recognition, and continuous improvement. It's also important to note, that it is common knowledge that individual recruiters do not have total control over each of the factors in the hiring process that influence an individual recruiter's effectiveness. Rather than complaining about this the lack of control, recruiters must instead assume the responsibility of influencing managers and other process owners in order to ensure that the desired results are achieved. Rather than whining or blaming others, recruiters must accept their role as the "captain of the ship" if they are ever to be rated as excellent in recruiting.

Such *kaizen* is possible only if recruitment process is evaluated periodically on various scales and measurement systems.

### **Research Methodology**

It is practical experience of researcher in companies and industries he has worked as an Engineer, Assistant Manager HR, Assistant Manager Business Intelligence and trainer.

Opinions, solutions and suggestions in this paper have come from thousands of questions, meetings that researcher has faced. One of the biggest sources is seminars, corporate training and development. Since 6 years, researcher has been associated with Manufacturing, Software, Consultancy, BPO, KPO, Accounts and Finance outsourcing and Education industry. Content of this paper have developed over the years from interaction of researcher and participants.

### **Findings**

Every company / industry has its own way of evaluating recruitment performance. Some of those are compiled here:

#### Conversion ratio

Recruiter may contact 100s of candidates for single position. How many of them are eligible for requirement? How many of them are willing to join / change job? How many of them can come for test / interviews within given period? How many actually come for test and become finalist?

If conversion ratio is at least 60% - 70%, it is acceptable. Otherwise, something is really wrong!

#### Timesheet

Like operations teams, even recruiters should be made to fill time sheet. This record talks about expenditure of time on various activities like calling, interviewing, developing tests, coordination with other departments, query resolution, database maintenance etc. These can be broadly bifurcated into productive and non-productive tasks. Thus, macro to micro analysis is possible with this method.

**Table-1:** Functions of Recruitment

Recruitment Functions	Methodology	Percentage Weekly Time
Recruit and screen applicants.	Receive hiring request (indents) from supervisor. Communicate with supervisor as needed to determine the required knowledge, skills and abilities of the position. Determine the best recruitment and selection techniques based on this data. Interview qualified applicants to narrow the applicant pool. Refer qualified applicants to appropriate supervisor upon completion of screening process. Ensure compliance with all federal, state, local and collective bargaining laws and agreements.	35%
Develop recruitment plans and coordinate recruitment activities.	Determine the required knowledge, skills and abilities for the position to be filled. Develop the best method to achieve recruitment goals such as placing ads, coordinating media to be used, attending job fairs, etc. Document responses to recruitment methods in order to monitor and track effective methods.	15%
Extend offer of employment.	Extend offer of employment contingent upon drug screen results, applicant background check and reference checks. Extend written offer of employment, coordinate employment start dates, address new hire questions and concerns, and confirm salary & benefits for new employees.	15%
Conduct employee orientation.	Schedule and coordinate new employee orientation sessions. Communicate and explain organizational policies, practices and procedures. Address any employee questions or concerns. Develop orientation methods as needed.	10%
Counsel managers.	Advise managers of appropriate selection techniques and evaluation methods. Review managerial hiring decisions to ensure compliance with all federal, state, local laws and regulations, and collective bargaining agreements. Communicate with managers throughout the selection and evaluation process and provide guidance as needed.	10%
Coordinate employee transfers and separations.	Communicate with employees and managers to determine and document reasons for separation. Ensure that all federal, state and local laws are abided by as well as collective bargaining agreements. Schedule and conduct exit interviews. Maintain and analyze turnover records. Communicate separation trends to management. Complete annual turnover report.	10%
Ensure validity of required tests.	Ensure tests are related to a job's required knowledge, skills and abilities and meet all UGESP standards. Document test results to verify validity and maintain records in order to analyze validity of data. Perform statistical analysis and authorize internal selection methods based on confirmed validity.	5%

(Dwyer, 2008)

### Employee referrals (Networking)

What percentage of all hires came from employee referrals? How did that percentage compare to the company average? (Note: The extensive use of referrals is important, because a high referral rate has many added side benefits. As a result, it's important for recruiters to actively encourage managers and employees within their assigned business unit or assigned job family to refer top quality candidates.)

### Responsiveness

By using "mystery shoppers," or asking selected candidates and managers about the time it takes for a recruiter to return a call or inquiry, you can assess a recruiter's overall sensitivity to their customers. It is important to note, however, that the recruiter's total requirement load should be used as a mitigating factor when you assess an individual's responsiveness.

### *Response time*

What was the average number of hours it took for a recruiter to return a call or inquiry from a candidate or a manager? How does the response rate compare with the average for all recruiters?

### *Response precision*

What percentage of answers provided by the recruiter could be judged to be accurate when a sample of these answers is assessed by recruiting management? How does that accuracy rate compare with the average for all recruiters?

### *Duration to close indent*

What the average number is of days it takes a recruiter to fill a position? (Note: The time to fill is only important if it is considered simultaneously with the quality/performance of the hire. Also, as noted earlier, time to fill is always less important than the number of positions filled by the need date.)

### Diversity results

#### *Diversity hiring ratios (Approach)*

What percentage of all hires made by this recruiter this year was diverse? How did that percentage compare to the average diversity hiring rate?

#### *Diversity candidates accessible (Approach)*

What percentage of all resumes and candidates presented to all managers were diverse? How does that percentage compare to the company average?

### Manager opinion with the results

By sending a user survey to all managers (or a representative sample of managers) immediately after a appointment is completed, you can assess their satisfaction with the primary recruiter on that hire. Each quarter you should summarize the results and then assess:

*Satisfaction with the hire*

What was the average manager satisfaction score with the quality of the person hired (for each recruiter)? How does that satisfaction rate compare to the average manager satisfaction rate with all recruiters?

*Satisfaction with the class of the final candidates*

What was the average manager satisfaction score with the quality of the final candidates from each recruiter? How does that satisfaction rate compare to the average manager satisfaction rate with all recruiters?

*Satisfaction with the worth of the resumes submitted*

What was the average manager satisfaction score with the “quality” of the resumes that were submitted to them for review (by each recruiter)? How does that satisfaction rate compare to the average manager satisfaction rate with all recruiters?

Timely results (Target)

What percentage of hires was completed on or before the start date that the manager specified? How does that percentage compare to the company average? (Note: This requires you to put the “date needed” on all requisition forms. The date needed is a superior measure compared to the traditional time-to-fill metric, because hiring people fast when they are not immediately needed is a waste of resources. In addition, fast hiring relative to a fixed standard (the standard number of days to fill) means little if the damage to the business begins the first day after a position remains unfilled after the need date.)

Performance of Joiners

*The number of Joiners (Quantity)*

How many new hires resulted from the work of the recruiter? How does it compare to the average number of hires for all recruiters? It is important to find out no. of vacancies created vs closed – to evaluate whether inflow matches outflow or not. Inflow should be lesser than outflow so that recruiter can create feeling of opportunities amongst peers. Opportunity of sharing work load, reducing manpower cost! Peers need to understand that sharing Rs. 12 Lakh amongst 3 recruiters is more profitable than those amongst 4!

*Performance appraisal rating of new hires (Quality)*

What was the average performance appraisal score of the people the recruiter hired (ratings after six months and after one year)? How does that average compare to the average performance appraisal rating of all new hires? (This is a measure of the quality or on-the-job performance of the hire.)

*Hard-to-fill positions (Capability)*

How many hard-to-fill or key positions were filled as a result of the work of the recruiter? How does it compare to the average number of hard-to-fill hires for all recruiters?

*Employee turnover – Voluntary / Involuntary (Moral)*

What was the voluntary turnover rate of new hires (at the end of six months, and the first year)? How does it compare to the average voluntary turnover rate of all new hires?

What percentage of new hires had to be terminated within the first year? How does that percentage compare to the average involuntary turnover rate of all new hires?

*Candidate, applicant, and new hire satisfaction*

By sending a user survey after a hire has been completed to all finalists and new hires, as well as to a representative sample of applicants and interviewees, you can assess their satisfaction with the primary recruiter on that hire. Each quarter you should summarize the results and then assess:

*Joiner's satisfaction*

What percentage of new hires stated that they were “extremely satisfied” when they were asked to rate how satisfied they were with the services provided by the recruiter and with the overall hiring process? How does each percentage compare with the average of all new hires?

*Finalist's satisfaction*

What percentage of finalists (those who were given second interviews or the top five final candidates), when asked to rate how satisfied they were with the services provided by the recruiter and with the overall hiring process, answered “extremely satisfied”? How does each percentage compare with the average of all finalists?

*Interviewee satisfaction*

What percentage of interviewees stated that they were “extremely satisfied” when they were asked to rate how satisfied they were with the services provided by the recruiter and with the overall hiring process? How does each percentage compare with the average of all interviewees?

*Internal support*

How well and how often does this recruiter cooperate with other recruiters and other HR functions? (Note: Although this is a subjective assessment, it can be measured through an

anonymous survey among all recruiters and HR professionals that are somehow involved in recruiting.)

### Candidate Experience Feedback

Gathering feedback from candidates not only ensures that you know why your recruitment strategy is successfully driving skilled talent through the company door, it also provides powerful insights into the impact this process has on key candidate perceptions, motivators and expectations. Measuring and monitoring the candidate experience provides:

#### *Data evidence rather than assumptions*

“The industrial psychologists who’ve been working on this for a hundred years have their own sets of models...The great possibility of big data is in finding things that are outside these paradigms.”

According to Professor Peter Cappelli, Director of Wharton’s Centre for Human Resources and labour market analyst, big data predictions are far more conclusive and useful than assumptions or pre-conceptions. An example of this can be seen in research done by recruitment specialists, Evolv, who found that candidate’s histories of job-hopping don’t predict whether or not they will leave a company.

#### *Insight into talent motivation*

Every company has a target market they want to reach when acquiring talent. But what if you could attract even more? By using candidate feedback to develop an understanding of what has driven that sought-after talent towards your company door, future recruitment campaigns will become even more effective.

#### *An opportunity to align your recruitment process and employer brand with the expectations of your target market*

According to research compiled by Role Point, companies with a defined employer brand dominate 60% of the labour market. Figures like this highlight the importance of creating a recognizable and compelling employer brand that is in-tune with your candidate’s expectations. However, without gathering candidate feedback there is no way of knowing for certain whether or not an employer brand is effective in its distribution or perception.

An understanding of how your recruitment process impacts the perception each candidate has of the company.

According to a Hire Right survey, 52% of managerial respondents claim that hiring and retaining talent is their number one business challenge. With this in mind, it is even more vital to ensure



those first touch-points not only reveal the best in an organization but also in the individual's career prospects there.

Gathering candidate feedback before, during and after a recruitment process offers insight into how the process is impacting each applicant's perception of a company. Knowledge of this is essential, as this perception will affect whether or not talent will apply again, encourage others too, or, if they were successful, how they approach their future work.

#### *Validation on good practice and areas highlighted for improvement*

Haig Nalbantian, an HR industry veteran and senior partner at HR management consultant Mercer, says that more and more of his clients are 'constructing a workforce strategy that's as detailed and evidence-based as any financial or business strategy'. Leading HR departments understand that the detail is in the data and when it comes to recruitment, gathering candidate feedback can be the key to creating successful campaigns time and time again.

Gathering feedback from candidates in real-time allows HR departments to be pro-active instead of reactive. By monitoring how a process is impacting applicants, successes can be amplified and any issues that arise can be swiftly dealt with.

By gathering these insights with Mystery Applicant you can react to data insights as they happen.

#### *Other indications of a quality recruiter*

Although these are not specific recruiting results, each of these actions can eventually have a direct impact on overall recruiting success.

#### *Involvement in branding*

How many talks were given by this recruiter? How many audience members attended? How many articles was this recruiter quoted in, or how many articles were authored by this recruiter this year? Did this recruiter actively participate in the team whose goal was to have your firm listed on the different "best place to work" lists? Did this recruiter actively participate in the employee referral team?

#### *Recruitment Sources used*

What is the utilization rate by this recruiter of the sources that produce the best-performing hires?

#### *Use of agencies and executive search*

What percentage of this recruiters hires required the use of outside sources? How much money did this recruiter spend on external search help, compared to the company average?

#### *Enriching company database*

How many new names did this recruiter add to the company's candidate database?

*Relationships with new entrants*

Does the recruiter have evidence that they routinely ask new hires for the names of other potential candidates at their old firm? Do they also ask the candidate what worked and what didn't during the hiring process, in order to improve it?

*Hires from competitors*

How many hires that came from direct competitors was this recruiter responsible for? (Note: In these cases, your organization gets competitive intelligence, and the competitor's performance is likely to decline)

*Complaints*

What is the number or percentage of employment-related inquiries, complaints, or lawsuits (OFCCP, EEOC and civil) this recruiter was responsible for?

**Database Management (Suggestions)**

Not all the companies have costly, *rigid* ERP systems that can offer *flexibility* of extracting data in "wish" format. Specially, in current (2013) struggling economy, companies cannot afford to go for such systems. Rather, they may look for cost effective, yet proficient solutions. For this, recruiters, not only need to understand importance of MIS but also they need to be trained into database entry method. Many employers feel that anybody who has done his / her basic schooling can do it. Can we expect "kaizen" from such person who doesn't know what that data is meant for? How will it be used? Why should it be entered in a specific manner only?

Generally, employers use MS Excel as tool to get reports as it has compatibility with most of the applications / software. While doing data entry, many mistakes even experienced people make. Various reasons for this may be unawareness, laziness, uninterested job profile, feeling of revenge, intentional mistakes, fascination towards incentives and so on.

Let me share certain *common slipups*:

"What I like..." formats

In general, Recruiters have to fill at least 25-30 fields to process any candidate who reaches final / selection stage. Some of these fields, incorrect method of data entry and correct method is mentioned below:

**Table-2:** Method of data entry

Particulars	Incorrect format	Correct format	Importance / Reason
<b>Date (Calling, Test, Interview, Joining, Birth, Confirmation, etc.)</b>	3.5.2013 3 May 3 <sup>rd</sup> May	03/05/2013 03-05-2013 03 May 2013	To calculate difference between dates / years, Date fields have to be in <i>correct</i> format only. Otherwise, it gives error. This is the universally accepted system.
<b>Time (In / Out, OD, workers in shifts)</b>	8.30 8.5	8:30	To calculate difference between time, Time fields have to be in <i>correct</i> format only. Otherwise, it gives error.
<b>Candidate Work Experience</b>	3 years 2 months 3.2 years 3 yr 2 mth	38 (in months) 3 (year) and 2 (month) in separate columns	To calculate total no. of experience of candidate in same unit. This helps in simplifying calculations and generating experience based reports without any complexity.
<b>Candidate Education</b>	B.Com, MBA Post Graduate	Graduation and Post Graduation in separate columns	To distinguish employees based on graduation, such separation helps. Education based classification also helps during appraisal and target setting for individuals.
<b>Salaries (Old employer, Last Revised salary)</b>	2.5 Lakhs 2 Lakh 50 Thousand	2,50,000/-	Salaries should not be entered in alphanumeric characters. Salary is a number. Let it be in proper accounting format. It helps to calculate percentage incentives, appraisal.
<b>Designation</b>	Exe Exec executive	Executive	Each designation have to have standard format. This helps to identify total no. of vacancies for specific position.
<b>Status</b>	Close Closed Complete	Closed	Status of indent should be standardized. Variation may lead to wrong calculations.

**“Excel”lent Reports**

Even if recruiters have complete data in correct format, that does not guarantee of appropriate usage of that data to convey fruitful meaning. As stated earlier, recruiter need to be trained on creating and generating reports that work as Management Information System (MIS). There are many software that are available like Sharepoint, QlikView, SAP etc. Here, I take an example of MS Excel only.

Consider a recruiter who is maintaining recruitment database with following fields:

*Indent No.*

*Status*

*TAT*

*Department*

*Designation*

*Recruiter*

*Candidate Name*

*Address*

*City*

*Willingness to relocate*

*Qualification*

*Experience (No. of years)*

*Current Designation*

*Current Salary*

*Current Employer*

*Current Organization category*

*Referred by*

*Sourcing method*

*Date Advertisement*

*Date Indent Open*

*Date Test Conducted*

*Date Interview*

*Date Offer made*

*Date Offer acceptance*

*Date Joining*

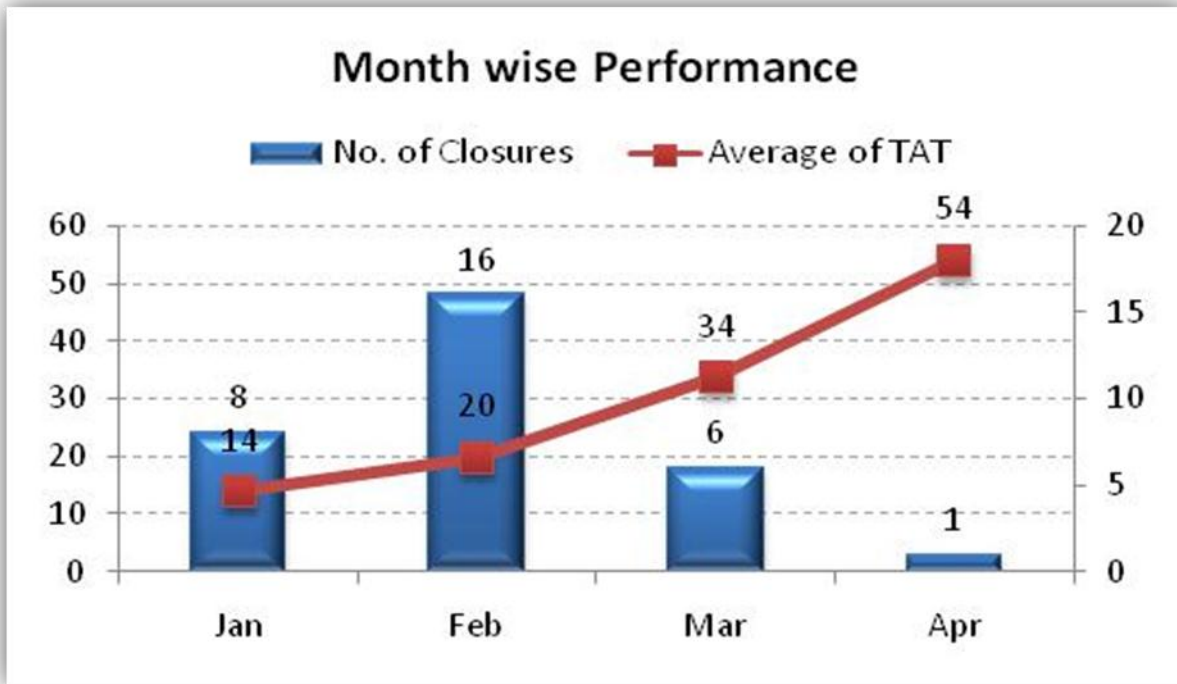
*Reject*

With these many fields, recruiter need to know what is to be done. If you ask novice recruiter to calculate no. of joiners in the month of Aug, he / she may just filter Date Joining column and will tell you count. Smart recruiter will apply pivot table to inform you about number joiners department wise and designation wise. This is what difference that can be created through awareness, training and development.

Case e.g.: Consider recruitment database of a company. Let us have a look at the following graphs and their analysis:

**Table-3: Recruitment database of a company**

Indent No.	Status	TAT	Department	Designation	Recruiter	Candidate Name	Qualification	Experience (No. of Years)	Date Indent Open	Date Test Conducted	Date Interview	Date Offer made	Date Offer acceptance	Date Joining
M-1001	Closed	14	Marketing	Assistant	Ravi B. Achaliya	A. Sharma	Graduate	2	01-Jan	10-Jan	12-Jan	14-Jan	20-Jan	01-Feb
A-1002	Offer giver		Audit	Executive	Manish Vaidya	M. Chhajed	Post-Graduate	3	01-Feb	02-Feb	04-Feb	16-Feb		
O-1003	Closed	3	Operations	Assistant	Salma Choudhary	R. Chhajed	Graduate	1	01-Feb	02-Feb	04-Feb	05-Feb	06-Feb	07-Feb
Q-1004	Closed	8	Quality	Executive	Ravi B. Achaliya	I. Patel	Graduate	3	01-Feb	02-Feb	04-Feb	16-Feb	15-Feb	25-Feb
H-1005	Test condu		HR	Manager	Ravi B. Achaliya	B. Sharma	Post-Graduate	4	01-Feb	02-Feb				
A-1006	Closed	14	Audit	VP	Manish Vaidya	D. Chhajed	Post-Graduate	2	01-Jan	05-Jan	12-Jan	14-Jan	22-Jan	01-Feb
M-1007	Closed	10	Marketing	Clerk	Manish Vaidya	R. Patel	Post-Graduate	5	01-Jan	10-Jan	12-Jan	14-Jan	16-Jan	01-Feb
O-1008	Closed	18	Operations	Senior Executive	Manish Vaidya	Sachin Patil	Post-Graduate	2	01-Jan	10-Jan	12-Jan	14-Jan	29-Jan	01-Feb
Q-1009	Closed	21	Quality	Team Leader	Salma Choudhary	Santosh Jadhav	Graduate	3	01-Jan	10-Jan	12-Jan	14-Jan	01-Feb	01-Feb
M-1010	Closed	46	Marketing	Assistant	Manish Vaidya	Santosh Medhi	Graduate	2	01-Jan	02-Mar	04-Mar	16-Mar	15-Mar	25-Mar
A-1011	Closed	29	Audit	Executive	Manish Vaidya	Somnath Tinga	Graduate	2	01-Feb	02-Mar	04-Mar	16-Mar	20-Mar	01-Apr
O-1012	Interview c		Operations	Assistant	Salma Choudhary	I. Patil	Graduate	3	01-Feb	05-Apr	12-Apr			
Q-1013	Offer giver		Quality	Executive	Manish Vaidya	Sandeep Katarl	Graduate	1	01-Feb	10-Apr	12-Apr	14-Apr		
H-1014	Closed	26	HR	Manager	Manish Vaidya	Piyush Shah	Graduate	3	01-Feb	02-Mar	04-Mar	16-Mar	15-Mar	25-Mar
A-1015	Closed	30	Audit	VP	Manish Vaidya	A. Shah	Post-Graduate	1	01-Jan	02-Feb	04-Feb	16-Feb	18-Feb	20-Feb
M-1016	Closed	23	Marketing	Clerk	Manish Vaidya	R. Puroit	Post-Graduate	4	01-Jan	02-Feb	04-Feb	05-Feb	06-Feb	07-Feb
O-1017	Closed	28	Operations	Senior Executive	Manish Vaidya	Tusar Patil	Post-Graduate	4	01-Jan	02-Feb	04-Feb	16-Feb	15-Feb	25-Feb
Q-1018	Closed	34	Quality	Team Leader	Salma Choudhary	Manoj Kumrat	Graduate	3	01-Jan	02-Feb	04-Feb	16-Feb	25-Feb	01-Mar
M-1019	Closed	14	Marketing	Assistant	Ravi B. Achaliya	A. Srm	Graduate	2	01-Jan	10-Jan	12-Jan	14-Jan	20-Jan	01-Feb
A-1020	Closed	10	Audit	Executive	Manish Vaidya	M. Cjed	Post-Graduate	3	01-Feb	02-Feb	04-Feb	16-Feb	18-Feb	20-Feb
O-1021	Closed	3	Operations	Assistant	Salma Choudhary	R. Cjed	Graduate	1	01-Feb	02-Feb	04-Feb	05-Feb	06-Feb	07-Feb
Q-1022	Closed	8	Quality	Executive	Ravi B. Achaliya	I. Ptel	Graduate	3	01-Feb	02-Feb	04-Feb	16-Feb	15-Feb	25-Feb
H-1023	Closed	14	HR	Manager	Ravi B. Achaliya	B. Srm	Post-Graduate	4	01-Feb	02-Feb	04-Feb	16-Feb	25-Feb	01-Mar
A-1024	Closed	14	Audit	VP	Manish Vaidya	D. Cjed	Post-Graduate	2	01-Jan	05-Jan	12-Jan	14-Jan	22-Jan	01-Feb
M-1025	Closed	10	Marketing	Clerk	Manish Vaidya	R. Ptel	Post-Graduate	5	01-Jan	10-Jan	12-Jan	14-Jan	16-Jan	01-Feb
O-1026	Closed	18	Operations	Senior Executive	Manish Vaidya	Scin Ptil	Post-Graduate	2	01-Jan	10-Jan	12-Jan	14-Jan	29-Jan	01-Feb
Q-1027	Closed	21	Quality	Team Leader	Salma Choudhary	Sntos Jdv	Graduate	3	01-Jan	10-Jan	12-Jan	14-Jan	01-Feb	01-Feb
M-1028	Closed	46	Marketing	Assistant	Manish Vaidya	Sntos Mede	Graduate	2	01-Jan	02-Mar	04-Mar	16-Mar	15-Mar	25-Mar
A-1029	Closed	29	Audit	Executive	Manish Vaidya	Somnt Tingre	Graduate	2	01-Feb	02-Mar	04-Mar	16-Mar	20-Mar	01-Apr
O-1030	Interview c		Operations	Assistant	Salma Choudhary	I. Ptil	Graduate	3	01-Feb	05-Apr	12-Apr			
Q-1031	Closed	54	Quality	Executive	Manish Vaidya	Sndee Ktrki	Graduate	1	01-Feb	10-Apr	12-Apr	14-Apr	25-Apr	01-May
H-1032	Closed	26	HR	Manager	Manish Vaidya	Piyus S	Graduate	3	01-Feb	02-Mar	04-Mar	16-Mar	15-Mar	25-Mar
A-1033	Closed	30	Audit	VP	Manish Vaidya	S K Rathi	Post-Graduate	1	01-Jan	02-Feb	04-Feb	16-Feb	18-Feb	20-Feb
M-1034	Closed	23	Marketing	Clerk	Manish Vaidya	R. Puro	Post-Graduate	4	01-Jan	02-Feb	04-Feb	05-Feb	06-Feb	07-Feb
O-1035	Closed	28	Operations	Senior Executive	Manish Vaidya	Tusr Ptil	Post-Graduate	4	01-Jan	02-Feb	04-Feb	16-Feb	15-Feb	25-Feb
Q-1036	Closed	34	Quality	Team Leader	Salma Choudhary	Mnoj Kumt	Graduate	3	01-Jan	02-Feb	04-Feb	16-Feb	25-Feb	01-Mar



**Graph-1:-** Month wise Performance

It shows that excluding Feb, number of closures is reducing. Whereas average TAT (Turn Around Time) to close opened indents is increasing sharply. Reasons for this controversial rise and fall may be – Recruiters busy in supporting appraisal process; In the year end, when appraisal is about to happen, less people leave. Hence, joiners are reduced. More time required reaching candidates; there might be such position in Apr, which was very critical to get; there might be long term pending indent. Finally closed in Mar / Apr.

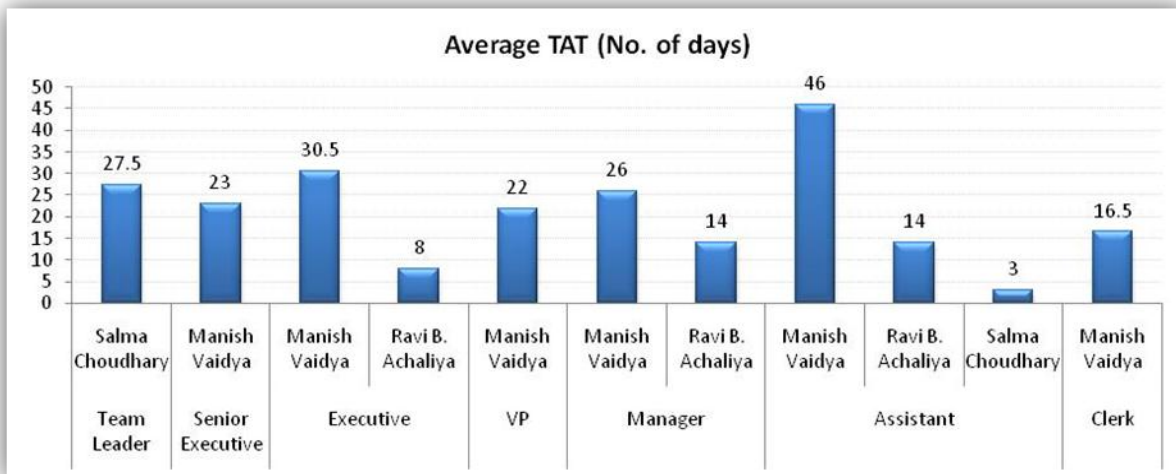
All above can help to identify additional work that needs to be done during this period. This can be the period utilized to design templates, work flow, plans for next year. Also, it can be used to perform such analytical work, report generation. Recruiters can provide information / analysis to respective departments about their experience / opinions. They can also conduct survey for their own performance and their candidate’s performance. In short, it can be a period of feedback and feedback analysis.



**Graph-2:-** Average TAT (No. of Days)

Above graph shows, that TAT is reducing for lower level positions. TAT is high for senior positions. This is average TAT. So, it can be average of two or more recruiters working in same company for given targets / requirements. Such TAT graphs should be analyzed for each recruiter separately or collectively.

Consider following case. When comparative analysis is done, it can be seen that for recruiting “Executive”, Manish took more than a month while Ravi did it in 8 days. Even for Assistant and Clerk, Manish is taking more time. Does it mean that performance of Manish is poor! Let us see from another perspective.



**Graph-3:-** Average TAT (No. of Days)



**Graph-4:-** Recruiter wise no. of closures

From above it is evident that Manish has done highest recruitment. So, even if TAT of Manish is highest, his number of closures is also highest. For this high TAT there might be many reasons:

Work load more as compared to other recruiters

Simultaneously handling multiple requirements

Uneven work distribution

If Manish is leader, he is keeping too much for himself for higher appraisal

Department and Managers trust Manish more than others. They choose whom they want to assign tasks.

Thus, when both graphs are put together, we come to know whether we are wrongly interpreting somebody's capabilities (both in positive and negative sense).

This shows Month wise, Designation wise closure. Smart recruiter's report! With this we can compare span of Feb in terms of quantity and diversity as compared to other months.





### **Graph-5: Month wise Department wise Recruitment**

With this, we can come to department in which recruitment requirement is highest. This also indicates department wise turnover. This helps recruitment team to identify many points:

Design and conduct employee satisfaction survey in that particular department

Restructure roles and responsibilities

Use methods like job enrichment, promotions

Redesign position wise skill matrix

Train recruiter on revision

Redesign recruitment tests

Thus, recruiter's data can speak so much about department wise job satisfaction and turnover.

### **Conclusion**

From all above observations and cases, it is evident that data has capability to reveal many important aspects of process. It can talk about SWOT of process, people and purpose. It depends on people who are going to create and analyze this data.

Whatever may be the system recruiter use, they need to be made aware of objectives why it is important. Almost, every system / application is now a day made compatible with MS Excel in which data analysis happen generally. Recruiters need to be trained exclusively on MS Excel (HR ) modules. If we talk about above graphs, inefficient people may take more than 30 min to prepare these. Efficient one can just maintain proper data and use it the way he wants.

Some of the key features that recruiters need to be aware of are Functions (VLOOKUP, IF, INDEX, MATCH, DATE, TEXT, INDIRECT etc.), options (PIVOT TABLE, WHAT IF ANALYSIS, CONSOLIDATE, GROUP, SUBTOTAL, ADVANCE FILTER, etc.) Also, those who are well verse with software languages like VB etc. should definitely learn MACRO building.

To bring economic, tangible reforms in recruitment process, it is not only process training but also technological, behavioral, aptitude, database management; MIS (Management Information System) trainings are must. I assertively vote for this.

While different organizations use varying approaches, the process must be transparent, effective, ensure accountability, well documented, and promote shared responsibility.

The recruitment, selection and retention process must be driven by clear policies, accountability, and shared responsibility but most importantly by professionals who have the capacity to deliver.

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