

Recruitment Assessment Guide
A Guide to Evaluating the Recruiting Process





Underwriters

Our great thanks to the following organizations for underwriting the development of this assessment guide.





Contributors

The RPO Alliance of HROA US would like to extend special thanks to the following organizations, which provided their time, energy, and effort to develop this Assessment Guide.

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Dear Human Resources Professional,

The RPO Alliance of HROA US has designed this guide to assist you in evaluating your organization's recruiting process. This assessment tool is best used as a thought-provoking self examination, as we believe self analysis is a critical step in identifying and moving toward the best recruitment solution for your organization. By allowing you to take a proactive, broad view of your present situation, it is our hope that you will find this tool useful in identifying your strengths and weaknesses, which is instrumental in future planning.

Using this assessment

The assessment is divided into the following sections

1. Recruitment Planning
2. Recruitment Marketing/Advertising and Branding
3. Recruiting Activities
4. Candidate Experience
5. Use of Technology
6. Total Base Case and Cost of Hire
7. Metrics
8. Findings

Some sections are designed to give you multiple answers to consider, some yes, no, or N/A, still others fill in the blank. The best assessments provide insight and solutions that are individual and specific; therefore, after each question we have left ample room for your notes and ideas. At the end of each section we encourage you to determine an overall score. Finally, we ask you to list the top three actions you can take to improve your recruiting efforts.

Ideal user

The ideal user of this assessment has some knowledge of recruitment sourcing options and recruitment process outsourcing (RPO). The user should be a person within an organization tasked with making recruitment sourcing decisions.

It is our intention that this assessment will become a valuable component in assisting you in determining not only your internal needs but also the value of outsourcing, either all or part of, your recruitment activities.

The RPO Alliance
HROA US

Table of Contents



Underwriters	2
Contributors	3
Definitions.....	6
Section 1: Recruitment Planning.....	7
Section 2: Recruitment Marketing/ Advertising and Branding	9
Section 3: Recruiting Activities.....	13
Section 4: Candidate Experience	18
Section 5: Use of Technology	24
Section 6: Total Base Case and Cost of Hire.....	26
Section 7: Metrics.....	30
Section 8: Findings.....	32

Definitions



Within the body of this guide, we use the following definitions.

Applicant

An “applicant” is an individual who meets **all** of the following 4 criteria:

1. has expressed interest in employment with the company;
2. is being considered for employment by the company or a service provider (on behalf of company);
3. has not removed him/herself from further consideration;
4. possesses the basic qualifications (as such qualifications are decided by the company/service provider) for the position.

Candidate

A “candidate” is an applicant whom the service provider/company has presented for consideration of employment and company has interviewed for same.



Section 1: Recruitment Planning

Recruitment planning plays a critical part in all hiring endeavors. In this section we refer to your *strategic* plans for recruitment.

1. Our company overall recruitment planning is:

1 <input type="checkbox"/> Not developed at all	4 <input type="checkbox"/> In the process	7 <input type="checkbox"/> Well defined	10 <input type="checkbox"/> Well defined and active	<input type="checkbox"/> Don't know/Haven't considered
--	--	--	--	---

Ideas:

2. We could improve our recruitment planning by:

<input type="checkbox"/> Giving it more time	<input type="checkbox"/> Hiring more HR operators of the plan	<input type="checkbox"/> Better educating our hiring officials	<input type="checkbox"/> Getting more buy-in from upper management	<input type="checkbox"/> Don't know/Haven't considered
---	--	---	---	---

Other, Explain:

Ideas:

3. The most challenging areas in creating a plan are:

<input type="checkbox"/> HR manpower	<input type="checkbox"/> Advertising	<input type="checkbox"/> Headcount fluctuations	<input type="checkbox"/> Gathering information
<input type="checkbox"/> Reviewing hiring history	<input type="checkbox"/> Development time	<input type="checkbox"/> Don't know/Haven't considered	

Other, Explain:

Ideas:

4. Some of the benefits of having a detailed and effective recruitment plan would be:

Section 1: Recruitment Planning Overall Score

1 <input type="checkbox"/> Poor	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Excellent	<input type="checkbox"/> Don't know/Haven't considered
---------------------------------------	-------------------------------	-------------------------------	---	---



Section 2: Recruitment Marketing/ Advertising and Branding

Recruitment outreach (including advertising, search engine marketing, recruiting fairs, etc.) is one of the most expensive areas of recruitment. In this section we encourage you to take a broad view of your recruitment outreach history, habits, and success rates.

1. Our recruitment brand is:

1	4	7	10	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not developed at all	In the process	Well defined	Well defined and active	Don't know/Haven't considered

Ideas:

2. Our recruitment brand connects to our company's current:

	1	4	7	10	
	<input type="checkbox"/> Not at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Very much	<input type="checkbox"/> Don't know/Haven't considered
Values					
Marketing					
Public Relations					
Internal Employees					

Ideas:

3. Stumbling blocks to creating/modifying our recruitment branding:

<input type="checkbox"/> HR manpower	<input type="checkbox"/> Upper management	<input type="checkbox"/> Budget	<input type="checkbox"/> Total company participation
<input type="checkbox"/> Ad company	<input type="checkbox"/> Don't know/Haven't considered		

Ideas:

4. We measure the effectiveness of our outreach (marketing, advertising, search engines, etc.) dollars:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/> Not often	7 <input type="checkbox"/> Sometimes	10 <input type="checkbox"/> Regularly	<input type="checkbox"/> Don't know/Haven't considered
---	---	---	--	---

Ideas:

5. Obstacles in measuring our recruitment marketing/advertising effectiveness:

<input type="checkbox"/> Planning	<input type="checkbox"/> Manpower	<input type="checkbox"/> Technology	<input type="checkbox"/> Budget
<input type="checkbox"/> Ad company	<input type="checkbox"/> Don't know/Haven't considered		

Ideas:

6. Our recruitment marketing/advertising budget is:

Sufficient

Insufficient

Don't know/Haven't considered

Ideas:

7. Our process of ad planning, preparing, placing and tracking marketing/advertising is:

1

Nonexistent

4

Poor

7

Good

10

Excellent

Don't know/Haven't considered

Ideas:

8. Obstacles to recruitment marketing/advertising process are:

HR manpower

Timing

Automation

Ad company

Don't know/Haven't considered

Ideas:

9. As far as our competition for new candidates is concerned, we are:

1 <input type="checkbox"/> Not in the ballpark	4 <input type="checkbox"/> Way behind	7 <input type="checkbox"/> Getting better	10 <input type="checkbox"/> Way out front	<input type="checkbox"/> Don't know/Haven't considered
---	--	--	--	---

Ideas:

Section 2: Recruitment Marketing/Advertising and Branding and Branding Overall Score

1 <input type="checkbox"/> Poor	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Excellent	<input type="checkbox"/> Don't know/Haven't considered
--	--------------------------------------	--------------------------------------	--	---



Section 3: Recruiting Activities

Recruiting activities can be provided by in house staff, outsourced recruiters, contractors or temp companies. This section brings attention to the activities needed and their effectiveness.

1. Related to recruiting, our departments consider us:

1 <input type="checkbox"/> Poor	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Excellent	<input type="checkbox"/> Don't know/Haven't considered
---------------------------------------	-------------------------------	-------------------------------	---	---

Ideas:

2. We are well aware of the departments' needs and meet their expectations:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
--	-------------------------------	-------------------------------	--	---

Ideas:

3. Workforce planning and demand planning are a feature of our recruitment planning:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
--	-------------------------------	-------------------------------	--	---

Ideas:

4. Recruiting activity is:

1 <input type="checkbox"/> Mostly reactive	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Well organized	<input type="checkbox"/> Don't know/Haven't considered
---	--------------------------------------	--------------------------------------	---	---

Ideas:

5. We know that unplanned contract/temp labor is used to supplement direct employees as a result of attrition:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
---	--------------------------------------	--------------------------------------	---	---

Ideas:

6. If we could hand off any aspect of recruiting, it would be (be specific - list the activity or positions that come to mind):

7. Our recruiting activities include:

<input type="checkbox"/> Print ads	<input type="checkbox"/> Internet ads	<input type="checkbox"/> Job fairs	<input type="checkbox"/> Open houses
<input type="checkbox"/> Referral plans	<input type="checkbox"/> Job board searching	<input type="checkbox"/> Recruiting directly from competitors	<input type="checkbox"/> Temp-to-hire plans
<input type="checkbox"/> Direct hire professional services	<input type="checkbox"/> Don't know/Haven't considered		

Ideas:

8. Our process for generating prospective applicants is:

1 <input type="checkbox"/> Highly ineffective	4 <input type="checkbox"/> Ineffective	7 <input type="checkbox"/> Effective	10 <input type="checkbox"/> Highly effective	<input type="checkbox"/> Don't know/Haven't considered
--	---	---	---	---

Ideas:

9. Our process for tracking prospective applicants is:

1 <input type="checkbox"/> Highly ineffective	4 <input type="checkbox"/> Ineffective	7 <input type="checkbox"/> Effective	10 <input type="checkbox"/> Highly effective	<input type="checkbox"/> Don't know/Haven't considered
--	---	---	---	---

Ideas:

10. Overall our recruiting activities can be described as:

<input type="checkbox"/> Too diverse to measure	<input type="checkbox"/> Often ineffective	<input type="checkbox"/> Modify on the fly	<input type="checkbox"/> Sufficient
<input type="checkbox"/> Well planned	<input type="checkbox"/> Don't know/Haven't considered		

Ideas:

11. We meet our overall recruiting expectations:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
--	-------------------------------	-------------------------------	--	---

Ideas:

12. Regarding staff turnover in the first year of an employee's tenure:

Is reporting in place to give accurate information regarding this correlation?
 Where is employee turnover the highest? Why?
 What is/are the most difficult positions to recruit? Why?

Section 3: Recruiting Activities Overall Score

1 <input type="checkbox"/> Poor	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Excellent	<input type="checkbox"/> Don't know/Haven't considered
--	--------------------------------------	--------------------------------------	--	---



Section 4: Candidate Experience

Candidate processing has become quite sophisticated. Many recruiting professionals cite candidate processing as one of the most under examined yet very important aspects in meeting recruiting challenges.

1. Our candidate processing plan is documented:

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Don't know/Haven't considered
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Ideas:

2. The plan is delegated to specific individuals:

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA	<input type="checkbox"/> Don't know/Haven't considered
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Ideas:

3. Our candidate processing is reviewed regularly:

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA	<input type="checkbox"/> Don't know/Haven't considered
---------------------------------	--------------------------------	--------------------------------	---

Ideas:

4. Candidate cycle times are less than 30 days:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
---	--------------------------------------	--------------------------------------	---	---

Ideas:

5. Candidate interviews with HR are:

1 <input type="checkbox"/> Never on time	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always on time	<input type="checkbox"/> Don't know/Haven't considered
1 <input type="checkbox"/> Disorganized	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Organized	<input type="checkbox"/> Don't know/Haven't considered

Ideas:

6. Candidate interviews with hiring managers are:

1 <input type="checkbox"/> Never done with HR	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always done with HR	<input type="checkbox"/> Don't know/Haven't considered
1 <input type="checkbox"/> Poorly conducted	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Well conducted	<input type="checkbox"/> Don't know/Haven't considered

Ideas:

7. Our effectiveness in performing the following processes is:

Activity	1 Ineffective	4	7	10 Effective	Don't know/Haven't considered
Candidate assessment					
Credit checks					
Background checks					
Drug tests					

The impact of our effectiveness in these areas on the hiring process is:

8. Our candidate assessment process is:

1 <input type="checkbox"/> Ineffective	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Effective	<input type="checkbox"/> Don't know/Haven't considered
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The impact of the effectiveness of our candidate assessments on the hiring process is:

9. In candidate satisfaction surveys, candidates state that they received regular follow up on their status:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
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Ideas:

10. Candidates state that they receive clear communication on what to expect from the process during application and the interview cycle:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
--	-------------------------------	-------------------------------	--	---

Ideas:

11. Candidates refer other applicants to open positions and receive recognition for their referrals:

1 <input type="checkbox"/> Never	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Always	<input type="checkbox"/> Don't know/Haven't considered
---	--------------------------------------	--------------------------------------	---	---

Ideas:

12. Candidates view their experience with our processes as:

1 <input type="checkbox"/> Poor	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Excellent	<input type="checkbox"/> Don't know/Haven't considered
--	--------------------------------------	--------------------------------------	--	---

Ideas:

13. For the most part our applicants leave the interview process feeling:

Ideas:

Section 4: Candidate Experience Overall Score

1 <input type="checkbox"/> Poor	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> Excellent	<input type="checkbox"/> Don't know/Haven't considered
--	--------------------------------------	--------------------------------------	--	--



Section 5: Use of Technology

Advances in technology have changed the face of recruitment. Having access to the latest technology, and integrating that technology into other HR systems is essential to effective and efficient recruitment.

1. Our computer system's capability/performance in providing effective candidate processing in each area below is:

Activity	1 Poor	4	7	10 Excellent	Don't know/Haven't considered
Attracting candidates to our website					
Pre-screening					
Ease of application completion					
Tracking where applicants come from					
Inputting of new hires					
Keeping employee records					
Tracking requisitions					

2. The effectiveness of our use of the following technologies is:

System	1 Ineffective	4	7	10 Effective	NA Don't use
Interactive Voice Response (IVR)					
Parsing capability					
Integration to HRIS & other vendors					
General automation of process					
Compliance reporting (OFCCP, EEO) & other reporting					

Section 5: Use of Technology Overall Score

<p>1</p> <p><input type="checkbox"/></p> <p>Poor</p>	<p>4</p> <p><input type="checkbox"/></p>	<p>7</p> <p><input type="checkbox"/></p>	<p>10</p> <p><input type="checkbox"/></p> <p>Excellent</p>	<p><input type="checkbox"/></p> <p>Don't know/Haven't considered</p>
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Section 6: Total Base Case and Cost of Hire



While many in the industry agree that calculating total base cost of recruiting and cost-per-hire can be complex because there is no consistent and accepted standard of measurement the tables below provide a good basic overview of the standard cost categories and calculations.

1. Total Base Case Calculations

A Current FTEs (recruiters & supporting staff)	B Total FTE	C Average Loaded Cost*	D Est. Total Cost (B*C)
Exempt			
Non-Exempt			
Add'l On Site Presence			
Finance Support Staff			
Human Resources Support			
Executive			
Operations			
Administration			
Other			
Subtotal			

*Average loaded cost includes

- Base salary
- Bonus and incentives
- FICA
- FUI/SUI
- Worker's Compensation
- Benefits
- Pensions
- Other?



Annual non-payroll expenses	Total \$
Real Estate (cost per recruiter seat)	
PCs	
Supplies	
Cell Phones	
Telecom	
Travel	
Hiring and Training	
Subtotal	

Annual sourcing expenses	Total \$
Advertising	
Job Boards	
Job Fairs/Other	
Special Events	
Campus Recruiting	
Community-based recruiting	
Referral Bonuses	
Relocation Costs	
Agency Fees	
Subtotal	



Annual screening expenses	Total \$
Interactive Voice Response (IVR)	
Drug Screen	
Background Checks (criminal, credit, educational, etc.)	
Reference Check	
Fingerprinting	
Testing	
Third Party Vendor (miscellaneous)	
Subtotal	

Annual technology expenses	Total \$
Applicant Tracking System	
Vendor Management System	
Reporting Delivery	
Help Desk Support	
Advertising Management	
Spidering Technology	
Other	
Subtotal	



A	B	C
Estimated annual acquisition costs (all subtotals above)	Estimated annual hires	Estimated cost per hire (A / B)

2. Cost Per Hire

The industry accepted formula for calculating cost per hire is:

((Total hiring costs (excluding relocation) x 1.1) / Total hires

Definitions

Total Hiring Costs (Excluding Relocation)

The total hiring costs (excluding relocation) for all candidates hired from outside the organization or transferred from within the organization to fill created or existing non-contingent requisitions during the calendar year. Include

- advertising costs
- agency costs
- travel and interview costs
- employee referral bonus costs
- HR department recruiter compensation and benefit costs

Exclude costs for college interns.

Total Hires

The total number of non-contingent candidates who were hired from outside the organization or transferred from within the organization to fill existing requisitions during the calendar year. Exclude employees hired as part of an acquisition and college interns. A requisition must be filled for an employee to be recognized as a hire.

Purpose

Cost per hire (excluding relocation) measures the average amount of money spent on hiring new employees excluding the cost of relocation. The industry adds 10% to the total hiring costs (this is the 1.1 factor) to cover all other costs not included in hiring cost data such as expenses for drug screening tests, background checks, credit checks, etc.



Section 7: Metrics

Collecting and analyzing metrics is essential to any successful recruitment program. While there is no accepted standard set of recruitment metrics, the metrics outlined below are commonly used to assess recruitment performance.

1. Cycle times:

Activity	Average number of days	Don't track/ Don't know
Requisition creation to approval		
Approval to verbal acceptance		

Ideas:

2. Recruitment ratios:

A	B	(A : B)
# of slate submissions	# selected for interview	
# of interviews	# hired	
# of offers	# of acceptances	

Ideas:

3. Quality of hire:

Job category	% turnover of hired candidates	Don't track/ Don't know
Total average turnover		

Manager satisfaction with candidates	1 <input type="checkbox"/> Low	4 <input type="checkbox"/>	7 <input type="checkbox"/>	10 <input type="checkbox"/> High	<input type="checkbox"/> Don't know/Haven't considered

Ideas:



Section 8: Findings

Section	Score
Recruitment Planning	
Recruitment Marketing/Advertising and Branding	
Recruiting Activities	
Candidate Processing	
Use of Technology	
Total Base Case and Cost of Hire	NA
Metrics	NA

The top three steps that I can take to improve our recruiting within 1 month are:

1:

2:

3:

The top three steps I can take to improve recruiting in the next 6 months are:

1:

2:

3:

The top three steps I can take to improve recruiting in the next 12 months are:

1:

2:

3:

We hope you have found this tool useful. For more information about how the RPO Alliance can assist you in improving your recruiting methods visit www.hroa.org.