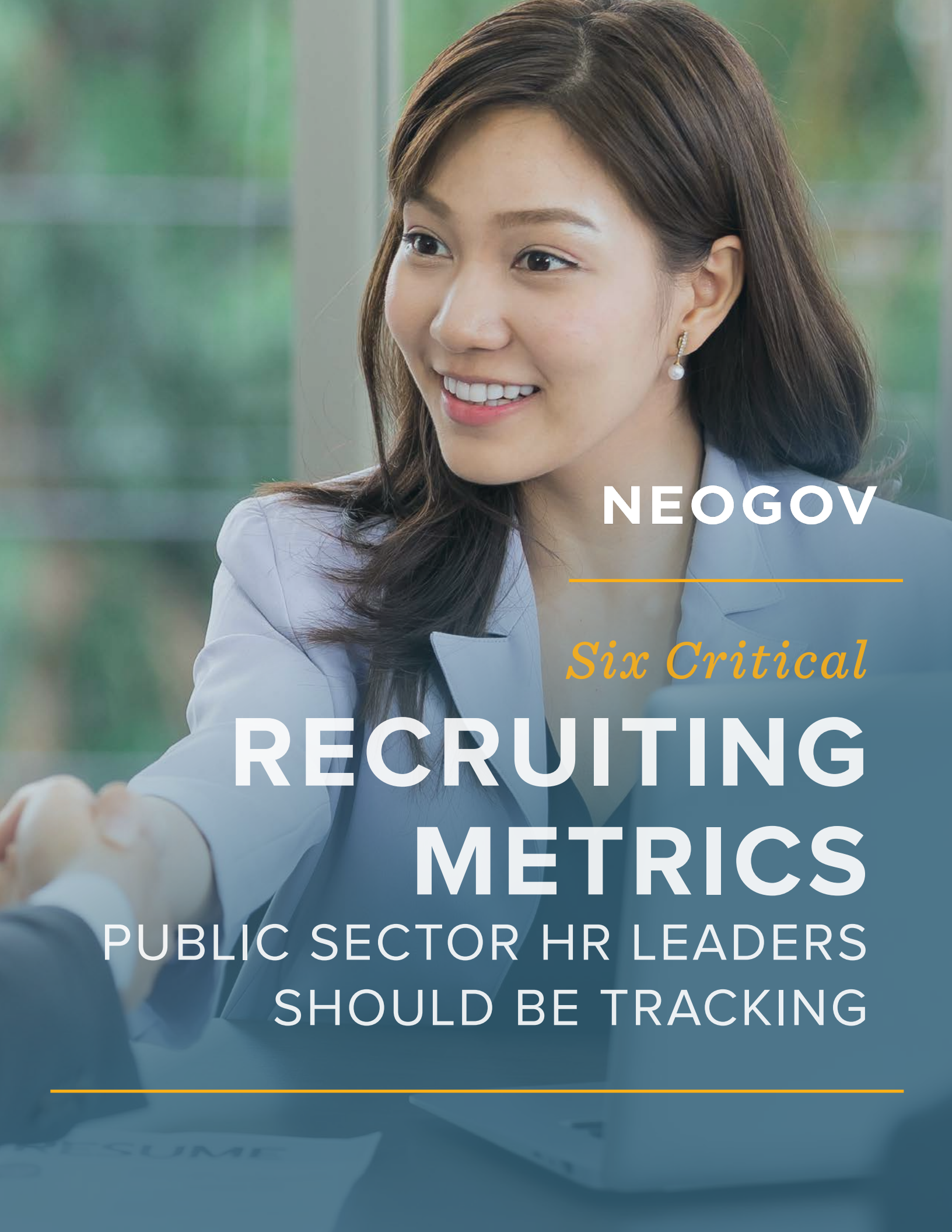


NEOGOV

Six Critical

RECRUITING METRICS

PUBLIC SECTOR HR LEADERS SHOULD BE TRACKING



THERE ARE SPECIFIC METRICS THAT REVEAL THE STRENGTHS AND WEAKNESSES OF YOUR ORGANIZATION.

More importantly, they can help you make decisions that are based on facts and statistics, not guesswork. Like many other department heads across the private and public sector, increasingly HR leaders are realizing that having a data-driven approach to recruiting results in more significant organizational impact.

Analyzing data can help determine where there are bottlenecks in your hiring process, the best sources for finding qualified candidates, how to allocate your recruitment advertising spend, and why your DEI initiatives are failing, among offering other insights. They also arm HR with validation that can be leveraged to make a stronger case for investments in human capital management technology.

In this guide, we'll explore the six key metrics that successful HR leaders use to identify issues and opportunities during the recruitment life cycle.

1 TIME-TO-HIRE

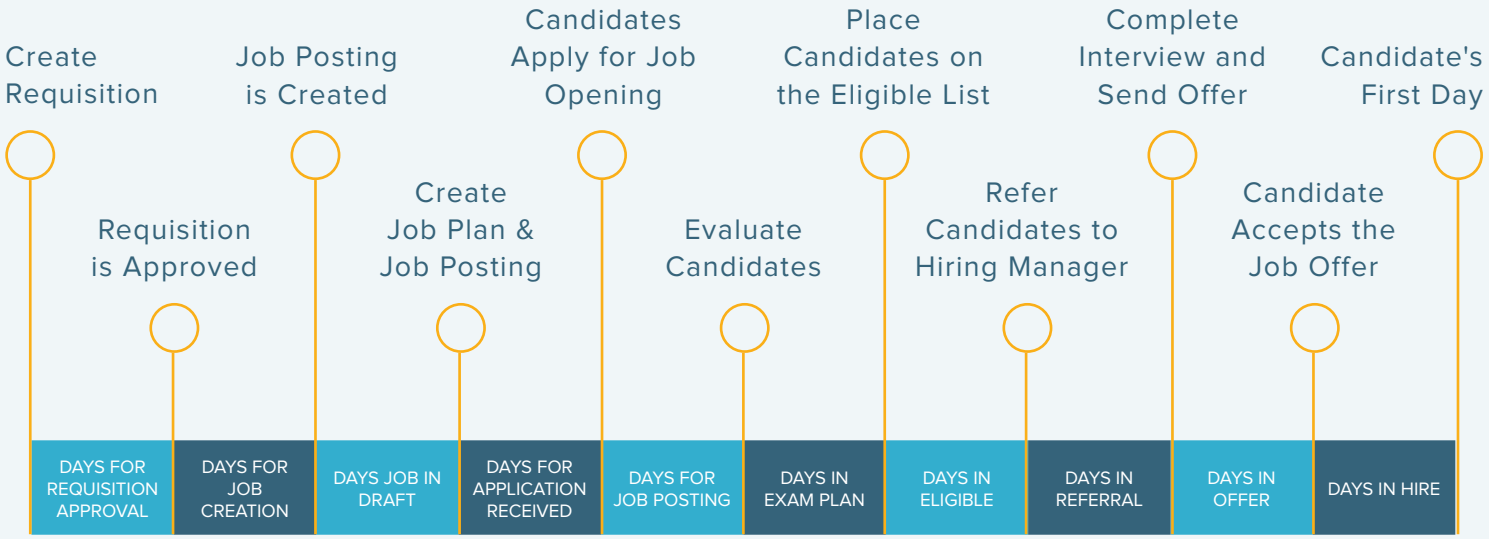
Time-to-hire is the amount of time it takes an organization to fill a position from the date the requisition is created until the date a candidate starts the job. The average public sector time-to-hire is 119 days* (nearly 4 months!). This is compared with 36 days in the private sector according to SHRM.

Expediting time-to-hire is critical when it's a job seekers' market or you're having difficulty attracting quality candidates to a particular position. That's because when the hiring process takes too long, you risk losing out on the best candidates to other opportunities they're considering. This is especially true if you're looking to attract talent from a wide variety of backgrounds, including those who have never worked in government before, but would be a great asset to the organization. These individuals are accustomed to a more expedient process and can become frustrated with public sector hiring timelines.

The length of time it takes to fill a position also increases the cost-per-hire and has real negative effects on organizations like causing slow downs in productivity for the impacted department, burnout for the employee(s) expected to pick up the slack, and often unplanned paid overtime.

Generally speaking, time-to-hire is calculated using calendar days (including weekends) as opposed to business days. In the time-to-hire evaluation, there can be up to 11 stages, depending on your hiring process:

Time-to-Hire Calculations
Figure 1



By tracking the average number of days it takes to reach each milestone, **HR can effectively pinpoint where there are bottlenecks in the process** and work with specific individuals or departments to improve them.

Being able to drill down with such precisions can also help HR **make a case at the executive level for an increase in budget** for new recruiting software or an integration with an existing applicant tracking solution that would make conducting assessments or managing background checks more efficient, for example.

2

2 BENCHMARKING

Knowing your own time-to-hire is the first half of a two-part equation that can further strengthen your value as an HR leader. Comparing where you stand compared to other similar government agencies through benchmarking is the next.

To truly validate how your organization's recruitment function is performing requires knowing how it ranks compared to others. The deeper you can go, the better. Some software solutions (like NEOGOV) make it possible to **compare your organization's performance to that of other public sector organizations based on:**

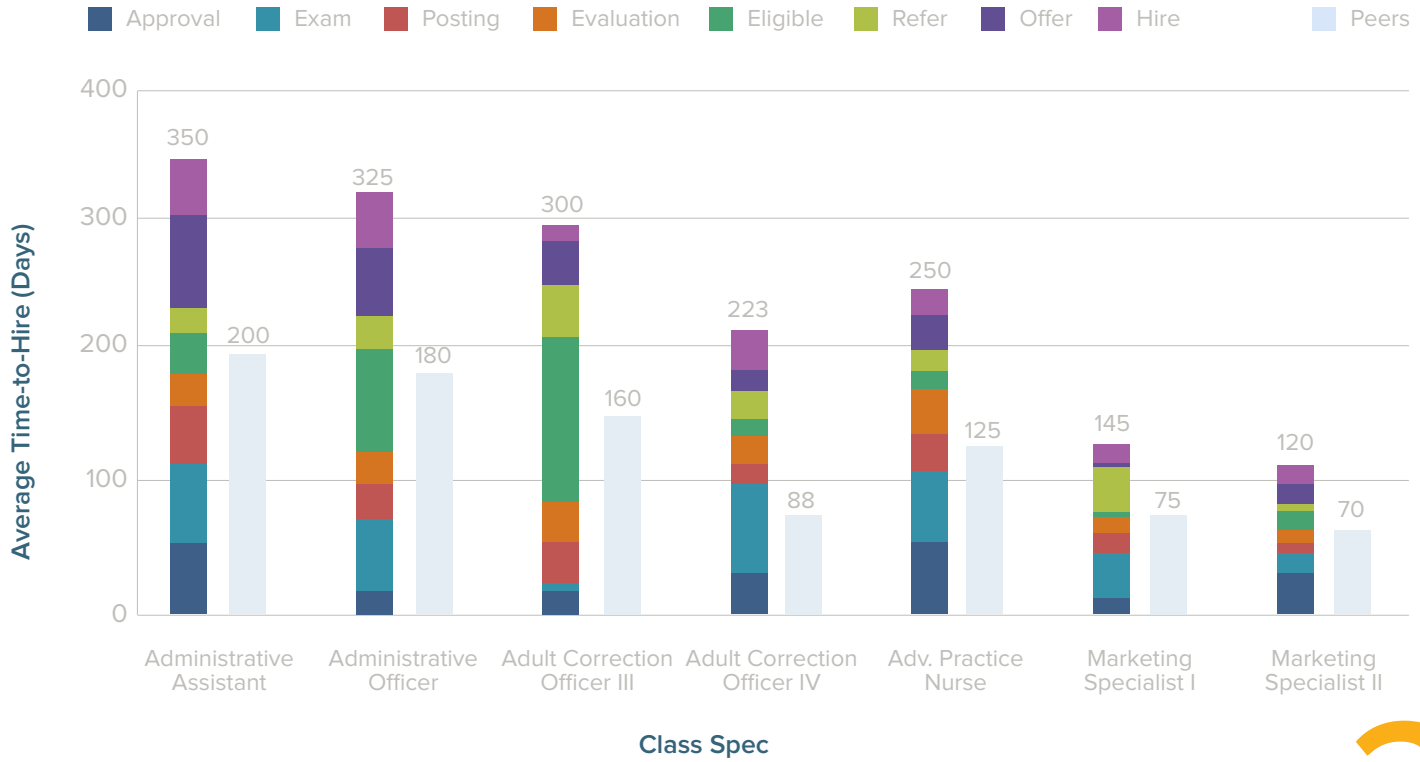
- Specific peer orgaizations as a whole
- Class specifications in other organizations
- Similar departments in other organizations

Example questions to ask:

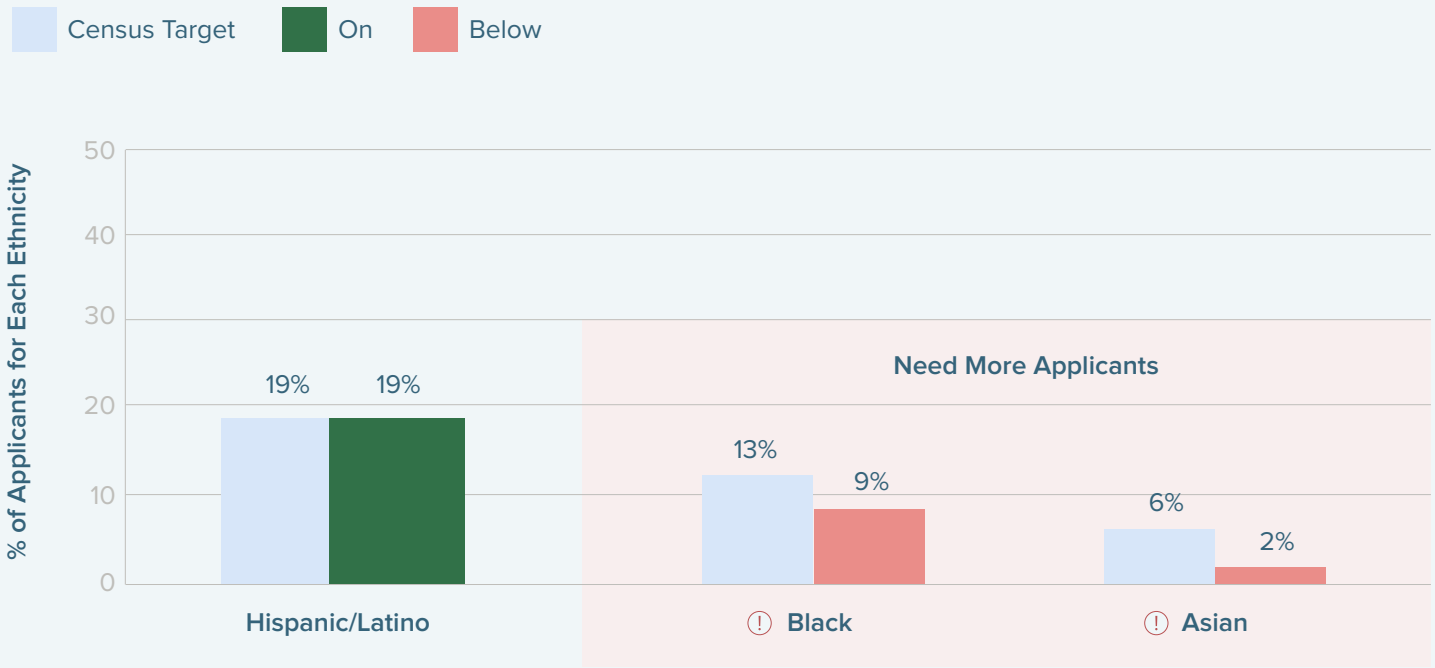
- Is one department consistently hiring slower than the same department at other agencies?
- What are other agencies doing differently than you and what can you learn from them?
- Are other agencies using modernized processes to help expedite recruitment and hiring?

Using an applicant tracking system that allows you to easily compare and contrast with other agencies can greatly improve your chances of addressing problems across the employee recruitment process.

Sample Time-to-Hire Comparison
Figure 2



Sample Divserity Health Status for Ethnicity
Figure 3



3 APPLICANT POOL DIVERSITY HEALTH

Your DEI goals should be considered for every position you hire. This requires real-time visibility into your applicant pools to ensure that the organization is able to choose from a variety of races and ethnicities.

A good rule of thumb is to consider the demographics of the community you serve via census data and make sure your applicant pool reflects that. For example, if the city you represent has a Black population of 11%, and only 7% of the applicants for a position are Black, then that's a 4% shortfall.

When this happens, you must either extend the close date of the requisition or immediately invest into advertising the position to more job seekers, with a focus on channels that generate more diverse applicants.

If you're still having trouble sourcing candidates of a particular demographic, consider what may be turning them off from your agency and make adjustments accordingly. Perhaps it's time to rethink your employer brand and how you present the organization publicly. Or maybe there are other underlying issues that have impacted the perception of the agency.

4 DIVERSE APPLICANTS & THE HIRING FUNNEL

Fostering an inclusive workforce requires attention to detail at every stage of the employee journey. It should start with identifying if and where bias is happening during the recruitment process. Start by breaking down each stage of the recruitment process and then analyze how all of your candidate groups fare throughout the process.

Track what percentage of diverse candidates apply versus how many make it to the eligible, referred, or offer stages. Taking a close look at the data may help you understand where candidates are disproportionately disqualified. For example, if 15% of applicants are Black, and 12% of eligible applicants are Black, but only 3% are getting interviews, there may be an issue with the hiring manager.

An applicant tracking system worth its salt should make it easy to track granular data like this as long as you are asking for these details in the application process.

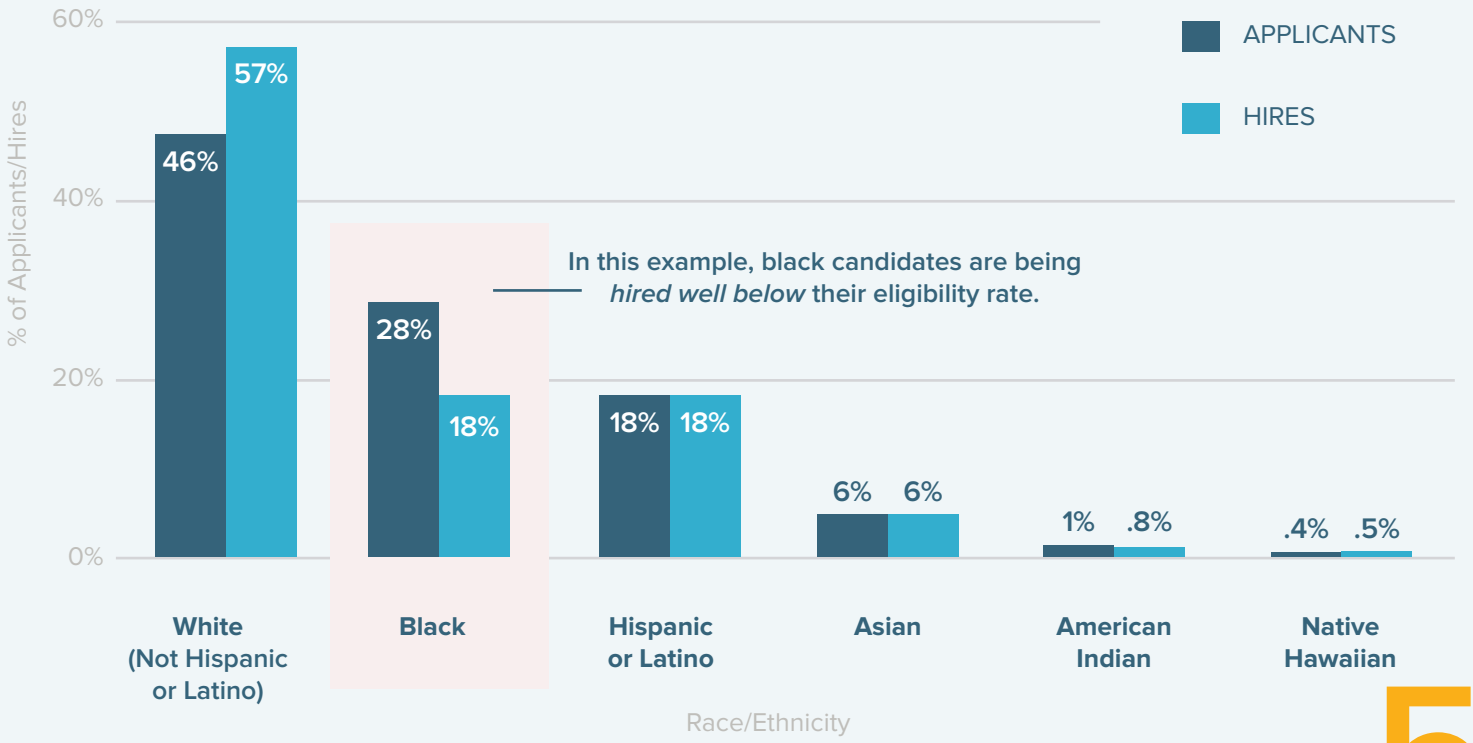
If you find there are issues, consider leveraging digital HR tools that minimize bias, like application blinding (removal of personally identifiable information during applicant screening) and using standardized interview questions.

Example questions to ask:

- Is there a dramatic reduction in diverse candidates between one stage and another (e.g., from the eligible to referred stage)?
- Are the criteria being used to determine eligibility objective?
- Do hiring managers need training on how to reduce unconscious bias?

Figure 2

Eligible Applicants % vs. Hired %, by Race or Ethnicity



5 CANDIDATE SOURCING

Sourcing channel metrics look at **where your strongest candidates come from**, and ideally you should be able to zero in on which channels generate the largest number of:

- Applicants
- Applicants who meet eligibility criteria
- Candidates who are hired

By measuring sourcing channel effectiveness, you can determine which channels produce candidates and hires (quantity and/or quality) versus those that aren't. This will give you a more informed picture of where you should be spending money and time on advertising jobs and where to reduce costs by eliminating sources that aren't fruitful.

To determine where the highest quantity of candidates is being generated, tally the number of candidates from each channel during a given timeframe. To get a broader picture of quality, compare whether a high number of applicants also yielded a high percentage of eligible and/or referred candidates. Perhaps a specific channel didn't get as many applicants, but the ones it did were all high quality candidates who went on to be hired.

Your sourcing channels include everywhere you post your job openings:

- Job boards
- Career pages
- Social networks
- Job fairs
- Newspapers
- Referrals



You should also look at the same data by job category to identify which recruitment channels are best to invest in for a particular department, skillset, or type of position. Perhaps your engineering candidates consistently come from a particular source and your accounting candidates come from a different one, for example.

This suggests that you may want to invest more energy and money into one channel over another. The best applicant tracking solutions make it easy to run reports on a granular level (by job), department level, or across the organization.

6

6 JOB POSTING CONVERSION RATE, VIEWS, AND OVERALL ATTRACTIVENESS

With limited recruiting budgets and an urgent need to fill positions, every open requisition matters and offers insights that can be used to optimize your recruiting efforts. Once you've posted a job, there are three metrics you should monitor within the first week.

Conversion Rate

Use the following formula to determine what the conversion rate is from job posting view to applicant:

$$\frac{\text{Applicants}}{\text{\# of Job Posting Views}} \times 100\% = \text{Your Conversion Rate}$$

A conversation rate of 3% or higher is considered excellent -- it means applicants are interested in the position and it's likely to yield top quality candidates. 1-3% is considered sufficient and indicates that the job is moderately attractive to applicants that you're likely to find an eligible hire for it. Anything below that indicates an issue that will need to be addressed through restructuring the job itself to make it more attractive to candidates.

Number of Job Posting Views

Now, take the conversion rate and the number of job posting views and using NEOGOV's 9-box workforce grid, determine where the job falls along the Y and X axis. The box where the job lands indicates the action that needs to be taken. In some cases, no action is needed.

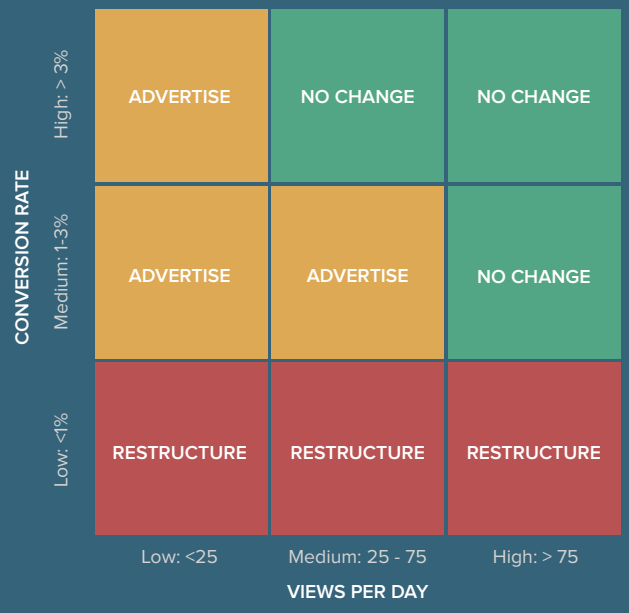
For example, if your job has a 1-3% conversion rate, but you have fewer than 75 views per day on the job posting, you can see in figure 2 (right) that it's worth investing in advertising to boost views of the posting.

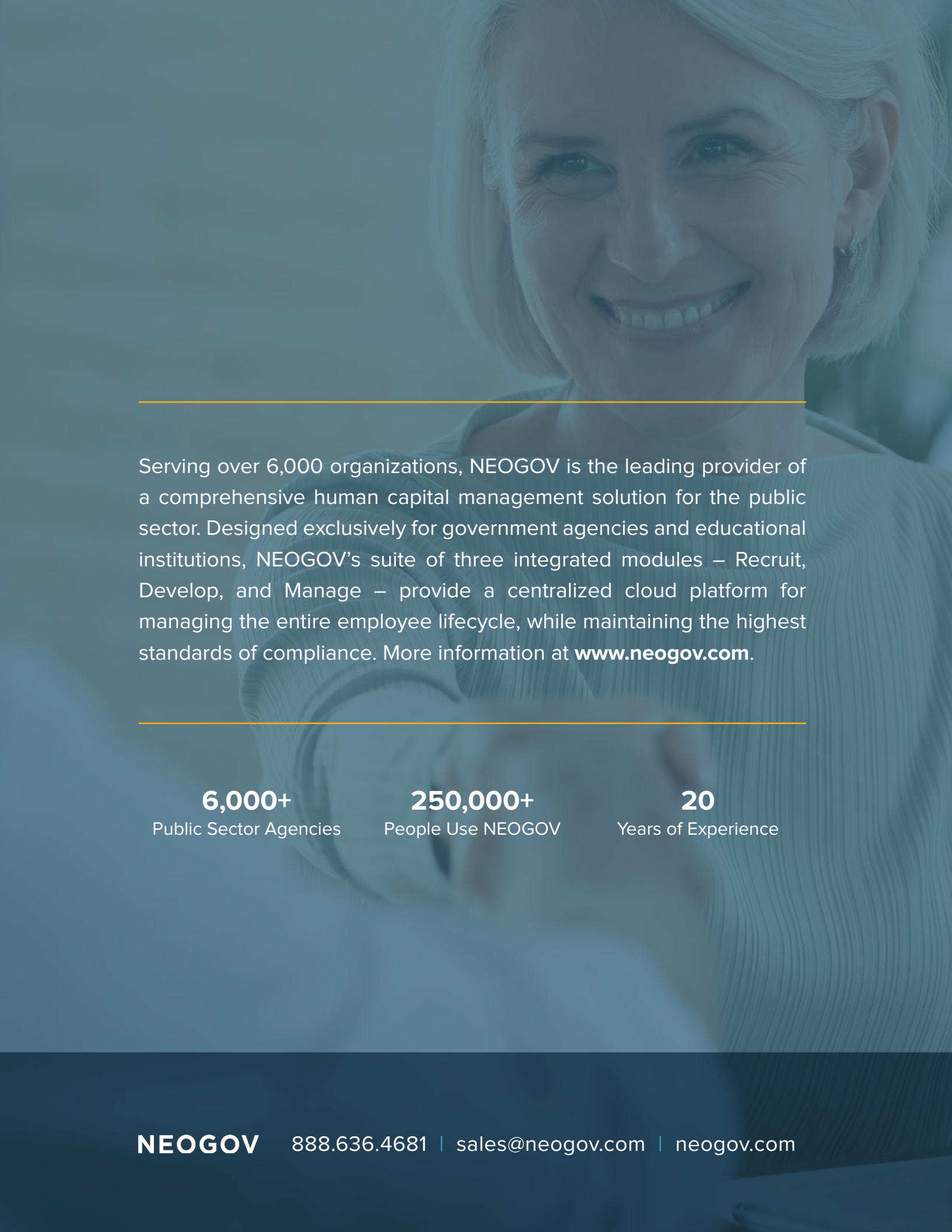
On the other end of the spectrum, jobs with a conversion rate of less than 1% are not likely to receive quality applicants, regardless of whether you choose to advertise them more. The hard truth is that some jobs need to be restructured on a fundamental level to make them more attractive to applicants.

With this data in hand, you can more effectively manage your recruiting budget by quickly determining when to invest more in advertising and when to pull back.

Figure 2

Conversion Rates and Views by Box





Serving over 6,000 organizations, NEOGOV is the leading provider of a comprehensive human capital management solution for the public sector. Designed exclusively for government agencies and educational institutions, NEOGOV's suite of three integrated modules – Recruit, Develop, and Manage – provide a centralized cloud platform for managing the entire employee lifecycle, while maintaining the highest standards of compliance. More information at **www.neogov.com**.

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