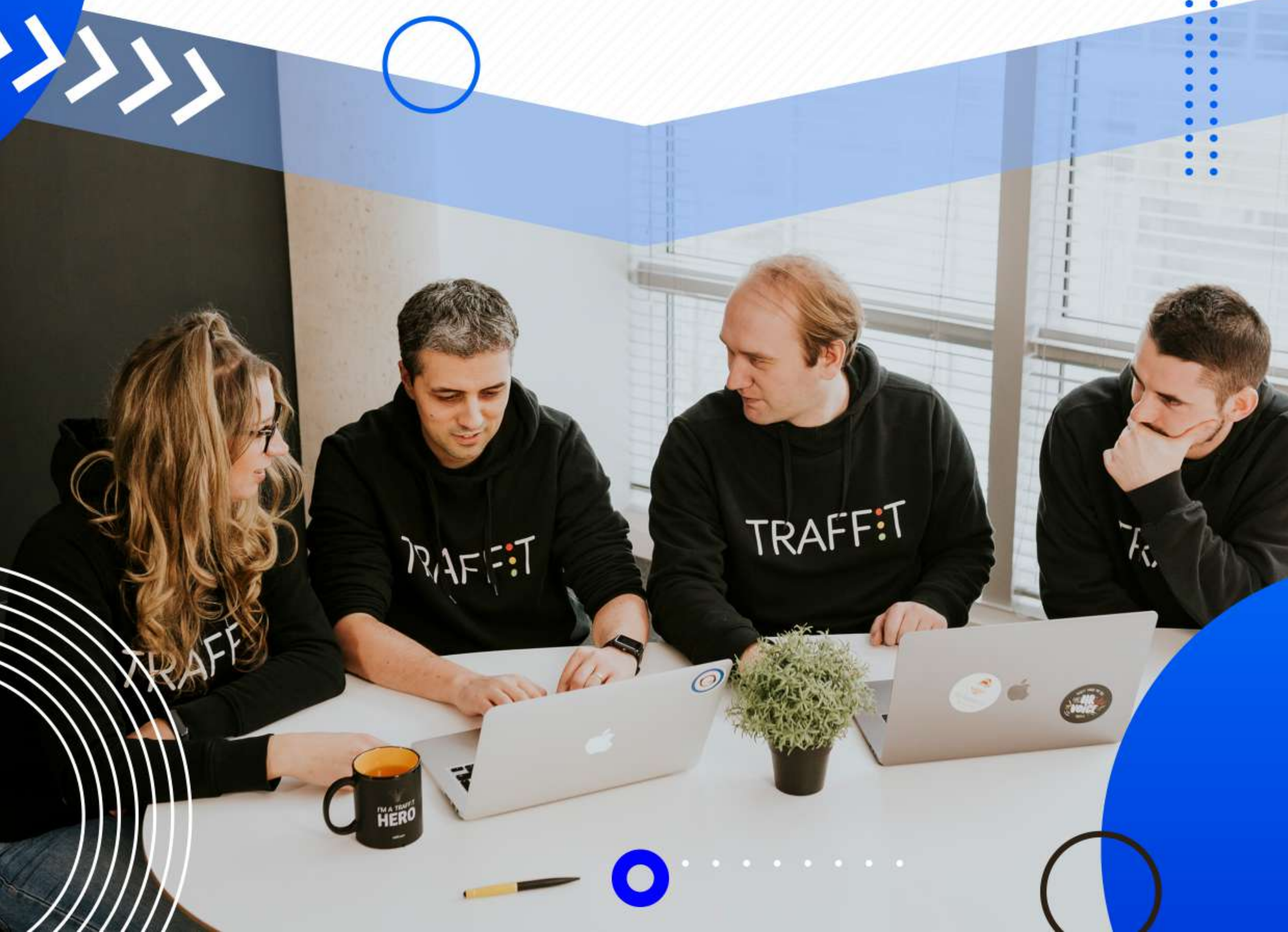
TRAFFIT

How to measure your hiring process

Data analytics in recruitment



Good to see you!

If you're about to begin your data analytics processes, I suggest you start reading from the beginning. You'll find there:

- 8 steps of analytics process with explanations – that will help you set up your process,
- 4 areas where data analytics boosts your recruitment efforts,
- 6 step-by-step instructions on how to get metrics and what insights you can find there.

The second part of the ebook contains 4 case studies and insights from HR specialists with hands-on experience. Our experts share:

- how to use recruitment analytics to prepare for growing recruitment needs – for example, when you have to set up new teams from scratch,
- how to align you recruitment with your business goals, and how to assess your contribution,
- how to get started with measurements, what challenges you can face, and how to overcome them,
- how do we analyze recruitment data in TRAFFIT – what metrics do we focus on and why.

Hopefully you'll find there valuable information and improve your recruitment processes!

Brought to you by:
Zuzanna Dora (concept and realization)
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What's inside?

What's inside?

Our experts

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.BespokeChat

She has been associated with .BespokeChat since 2016, where she has been working as a Talent Manager for several years. She loves working with people. She believes that the well-being of employees can significantly increase their results, so she daily implements new solutions that make it possible. Privately, a fan of rock music and fantasy novels.

Martyna Żabnicka

Deviniti

Psychologist with over six years of experience in HR. She started her professional journey as an IT Recruitment Specialist and now she's a Recruitment Team Leader at Deviniti.
She's passionate about making processes more accessible and efficient. Currently on a quest of deepening the knowledge of data analytics in HR.

Our experts

Anna Sykut

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Helping recruiters in improving their hiring processes for more than 5 years now. Sharing knowledge and advocating for candidate-focused recruiting. A close labor market and HR trends observer. Numbers enthusiast and an economist by profession.

Anika Osmólska

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People and Culture Manager at TRAFFIT with a mission to create a friendly and developmental workplace. She wants to educate other organizations that an employee is first and foremost a human being and the company's greatest value. Taking care of HR and recruitment processes as well as organizational culture is something that gives her great satisfaction. Privately, a lover of baking and travelling.

Our experts

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Konrad is a graduate of English Studies at Warsaw University, holds a BA diploma in HR Management from Kozminski University as well as an MA diploma in Clinical Psychology from ANSiH. His professional experience covers executive search practice, recruitment leadership, training, coaching, facilitation and Human Capital function management for both domestic and international organizations.

Data analytics process

In one episode of the HR Data Labs podcast, David Turetsky talks with John Tardy about the concept of big value, not big data. It aims to change the focus. According to Tardy, it's not gathering tons of data and extended processes. Instead, it should strive to get a real value out of data, treating data sets as tools.

It all sounds logical and straightforward, yet far too often, people start with tools, hoping to get to the value on the way.

So, what can you do instead?

Turetsky and Tardy line out several steps to get real value from your data:

1. Start measuring
2. Normalize the measurements
3. Cut away the noise
4. Go deeper
5. Ask questions specific to business situations
6. Find trends
7. Look for context
8. Decide if action is needed

Let's get a closer look at them.

8 steps of the data analytics process

Before you hop on the analytics train, think about the business question you want to find an answer to. It gives you the direction that you should follow with your analytics process.

As John Tardy claims, “you’re able to bring the connection and tell the story of people's impact on the business. The business is all about people – they’re driving the value. Yet, it’s not an easy task.”

The questions you can ask concern exactly this: people's impact on the business. In recruitment, it might be about sources that bring you the best employees or what should be expected from your next hire.

1. Start measuring

To analyze data, you need to start gathering it. Choose one metric that’s easy to calculate and brings you valuable insights that you’ll be able to use. With time, you’ll be able to develop more context indicators. The clue here is to start small and get quick wins that will ensure buy-in from your team.

Need some inspiration or instructions? The next section tackles data interpretation.

2. Normalize the measurements

Think about some guidelines on how to do your measurements. You want to be able to compare data across time. That’s why one continued measurement system is crucial – it ensures that the methodology doesn't alter the data. For example, if you see differences between data in your ATS and another source, you should choose one source to get the input.

Make sure to document your analytics process. Then, if you decide to change it in the future, it'll serve you as a reference.

3. Cut away the noise

Noise contains all the data that isn't useful in understanding your situation. For example, if you measure the length of your usual process, you might ditch all the others that happen rarely and alter your result. This step ensures that your data is aligned with your focus.

Beware, though: it's not about choosing the data set that represents what you want. Be honest here with yourself, and even if your results aren't satisfying – hey! That's why you start your analytics. When you know how the situation is really going, you're able to make the change.

4. Go deeper

As soon as you have a tidy data set, you can start the proper analysis part. That's when you decide what aspect exactly you want to focus on. For example, if it's time-to-hire, do you want to focus on a specific segment? Or maybe compare the source effectiveness for a given job opening? This action helps you draw detailed insights and take away conclusions that you might have missed if you only scratched the surface.

5. Ask specific questions

This point is entirely dependent on your business situation and goal. Generally speaking, sound, specific questions will bring you closer to the value you get from analytics.

You can find a good list of specific questions in *Analytics in context* part.

6. Find trends

How the issue you're investigating develops gives you insights to predict what might happen in the future. It can be impacted, for example, by time, season, or specific characteristics.

Let's assume you analyze sources for your job opening. You might notice that:

- source A usually takes more time to gather quality applications,
- source B has peak application times on given days of the month,
- when you post a job offer with a video, source C gives you the best applications, etc.

Roy Morejon, President & Co-Founder of Enventys Partners said, "After collecting data and tracking it over time, you're going to start seeing patterns in your information. This is pivotal for you. You want to know what works, what doesn't, and how you can adjust the information you're collecting to serve the process better." At this point, it can turn out that you need to get back to step 3 and cut away more noise – just to ensure you collect information that serves the process.

Also, check if the trends you're noticing are statistically significant. Then, when you have seasonal fluctuations, you might not have to react and, instead, focus your efforts on a different part of your process.

7. Look for context

Numbers aren't everything you should take into account. It's just a part of the picture. Make sure to find context – talk with recruiters and hiring managers, or listen to your candidates' opinions. Context helps you understand the situation and, together with data indicators, assess what should be changed and how.

8. Decide on actions

The last step is also the most important, as that's when you get the value from the data. As soon as you evaluate the situation, you can decide whether something should be improved or changed. And, when you see a need for action, data + context help you choose the right direction.

If you want to see those steps in a real-life situation, go ahead and read how Martyna and her team created their first metric – and how it gave them a tangible impact on their situation.

Make data work for you

Let's talk about four ways data helps you improve your daily work. Those can also help you in getting buy-in from your team. When convincing them to take a more analytical approach, make sure you show them the full scope of benefits.

Use data to plan for the future

“Predictive analytics has been helpful for me to plan for the future. It helped me assess my budgets for hiring, which skills are most accessible in the market, and how to leverage the results,” says David Patterson-Cole, the CEO & Co-Founder of Moonchaser.

Now that you’ve gone through recruitment analytics, the data you collect will help you establish more advantages in the hiring market because you know more about what to expect. Laying the groundwork for your budget, how much time it will all take, and what is necessary to enact will all be made available to you.

Make adjustments to your process

When you know what procedures work best, you can make the most practical adjustments to the data recommendations. You know analytics can only be helpful when you act on the information you've gained. The key is what you do with the recruitment data after you collect it.

A great example of this will be if you notice that many people open up your application but don’t complete it. It could be a clear indication that your application may be complicated to fill out, is not clearly articulated, or maybe takes too much of their time.

It could also be a matter of adjusting the team you use to obtain your recruits. Whether it’s finding new ways to boost their productivity or seeking out another management team to assist you, the data could show you where the changes are needed. You just have to make moves that keep things modulated.

Automate your systems

Unless you're an analytics specialist, collecting, reviewing, and utilizing data may feel like an overwhelming challenge to tackle–on top of a huge time-sucker. Thankfully, there are recruitment analytic tools and platforms have the technological advancements to do most of the work for you.

To implement a highly effective, well-regarded candidate experience and increase company productivity and profit, you can use recruiting solutions software like TRAFFIT to help you publish, advertise, and track your recruitment. Using systems like this will help you find more high-quality candidates and reduce the cost in the process. It'll give you the tools you need to manage your methods and systems with various key features. It sets you up for success in the long run.

Develop your (team's) skill set

Recruiting is a skill, so you can improve it. Gathering and analyzing appropriate data helps you spot your strong sides and areas that still need your attention. All of that lets you understand what makes (or will make) you a successful recruiter – and gives you insight to work smarter.

It also works for assessing your team. Tim Sackett, in another episode of HR Data Labs, recommends a fully transparent approach:

> *All of our funnels, individually and as a team, are all transparent. And if there's a recruiter that had a bad week, or a recruiter that decided to sluff off or whatever, well, it shows. And it's not meant to be like a stressor, it's meant to [communicate], "Hey, understand if someone's being successful, take a look at why." There's no magic, you know, or secret sauce.*

If you liked the insights presented here, check out other HR Data Lab podcast episodes!

Practical exercises

Anna Sykut

TRAFFIT

My role in the company: Chief Evangelist

I share with you: How to count the most basic metrics in recruitment – step by step.

Data vs. insight

When you analyze your project – especially the one that didn't go well – you should start by asking yourself some questions:

- What errors did I make?
- What didn't I foresee?
- How could I better use the available resources?
- How could I get better results with the same effort and resources?
- What assumptions should I change in future projects?

Insight helps you find answers to those questions. For example, if you know that you had a 2% conversion from a given source, it's just data. Yet when you evaluate this result and check if you could do better (and how) or what could be improved – data becomes insight and lets you take real action afterward.

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Conversion

What do you need?

- Total number of candidates in the process
- Number of hired candidates
- Number of rejected candidates
- Number of candidates waiting for a decision
- Number of candidates still in the process

Time: 15 min

Overall conversion

To count it, divide the number of candidates at the last stage by the number at the first stage. Let's assume that:

- 12.5% of the candidates were hired;
- 37.5% of candidates were rejected/resigned;
- 6.25% of candidates are on the reserve list;
- 62.5% of candidates are still active in the process.

The percentage of hires indicates the effectiveness of the process. The lower the conversion rate is, the worse it is for you.

Why? Suppose you hired 1 out of 10 in one process and 1 out of 50 in the other process. In the first case, the conversion is 10%, and in the second - 2%. The effect is the same, i.e., one employed candidate.

Yet, to get 50 candidates, you probably had to:

- have a 5x bigger budget,
- spend 5x more time on the process itself (analyzing applications, organizing and conducting interviews, etc.),
- spend 5x more time on feedback.

Conversion in between stages

That shows you what percent of candidates moved from one stage to another.

A low conversion percentage at a given stage means that the largest number of candidates did not continue the process. You can very easily find the bottleneck, i.e., the moment when most candidates disappear from it:

- If this is the first stage, you get poorly matched applications that get rejected immediately. Take a look at the job ad. Perhaps it is poorly formulated, enigmatic, too general, or too short, and you can filter out some applicant by being more specific. Also, check if it happens across all the sources or just in one.
- Is it after an interview in the office? Then double-check the candidate experience. After getting to know the team and the general atmosphere, the candidates might conclude that they will not feel well with you. Maybe it's worth taking care of good coffee and a room where you can talk freely instead of having the interview in the corridor?

- If this is the stage in which candidates receive a specific financial offer, then apparently, the offer is below market standards or doesn't fit the job requirements.

Recruiters' engagement

How do you search for candidates? Direct search, portals, job fairs? If your recruitment activities are a mixture of those methods, it is worthwhile to put together a mix of the "active" and "passive" ones.

What do you need?

- number of candidates added to the process by the recruiter manually (fairs, referrals, etc.)
- number of candidates acquired on portals like LinkedIn, Goldenline, etc.
- number of candidates who sent their resumes spontaneously to the recruiter's address/career email address
- number of candidates who applied using the recruitment form

Time: 5 min

The number of candidates who applied using the recruitment form with the number of candidates obtained from other sources lets you assess the methods used by your recruiters. For example, check if they actively searched for candidates in the many available sources or relied on the publication of job offers on portals and in the Careers tab of the website, waiting passively for applications.

Currently, the biggest challenge in the recruitment market is that the vast majority of potential candidates are not actively looking for a new job (even up to 80% are passive on the market) - so relying only on the publication of an advertisement is insufficient.

Rejection reasons

Any candidate who was unsuccessful in the recruitment process or dropped out on their own should be included in your statistics and carefully analyzed. Why? Because it is the element of your recruitment process that reveals the most weaknesses.

What do you need?

- number of candidates in the process
- number of rejected candidates
- number of candidates rejected by recruiters, clients, and those who resigned
- list of rejection/resignation reasons

Time: 5 min

The percentage of rejections in a process

The higher, the worse. Analogously, as in the conversion of stages, assume that in one process, you had 10 candidates (1 to hire and 9 to reject) and 50 candidates (1 to hire and 49 to reject) in the second process. In the first case, you will have to reject 90% of the candidates, and in the second - 98%.

The effect is the same, i.e., one hired candidate. Only that to get 50 candidates, you had to incur several times higher costs and spend more time than to get 10 applications. That is when the principle of quality, not quantity, works perfectly.

The proportion of reasons for rejections

From the total number of candidates, subtract those who were not successfully contacted. Divide the remaining group into 2 or 3 parts:

- rejected by the recruiter,
- have abandoned the process,
- rejected by the client (if you are recruiting on behalf of your client).

Usually, the first group (rejected by the recruiter) is the largest, so the inverse proportion - i.e., a large number of candidates resigning - may indicate, for example, that the process took too long or that the financial offer was unattractive.

Also, too many candidates in the third group can be an alarming signal. If you establish with the client the characteristics of the ideal candidate, and every candidate you propose is rejected - it is worthwhile to sit down with the client again and rewrite the requirements. Sometimes it is better to admit that the original requirements were wrong and build them anew rather than continue an inefficient process.

The most common reasons for rejection/ resignation

This is the best source of knowledge about the weakest points in your recruitment. Finding the perfect candidate is, of course, a reason to celebrate, but it's really worth looking at what went wrong and what can be improved in the future.

"Lack of contact with the candidate" or "Long notice period" are, of course, elements that cannot be avoided or remedied.

But "Better counteroffer" or "Not interested after learning the details" can be an important signal that the suggested salary may not be competitive or inadequate to the requirements presented in the notice. Such statistics are handy if you are recruiting for a client and they accuse you of poor performance.

The correlation between the reason for rejection and the stage when the candidate finished the process is also significant:

Too many applications rejected after the New stage is a signal to review the job ad.

Since there are unsuitable candidates for the process, it makes sense to change the tone of the announcement.

Too many applications rejected after reviewing an offer's details may be the result of its unattractiveness and mismatch with the offered position.

Every company's recruitment process looks different, so there is no universal recipe for such an analysis. Take a moment to discover when and why people drop out of the process.

Application sources

If you want to rationally allocate the budget you have for promoting your job offers, it is essential to analyze which ones convert, that is, bring in applications. However, more important than quantity is quality. Even 1,000 applications are no reason to be happy if none of the candidates are hired.

What do you need?

- number of candidates in the process
- number of candidates per source applications
- Information about the stages reached by candidates in correlation with the source

Time: 15 min

Effectiveness of given sources

By dividing the number of employees from a given source by the number of all candidates from it, you can easily calculate its effectiveness.

For example, if you had 10 candidates from a given source and hired one of them, the effectiveness is 10%. The higher this percentage is, the more effective the source is.

If you had 10 candidates from one source and 100 candidates from the other and hired one candidate each from both, the first of your sources is more effective (10% effectiveness vs. 1%).

Participation of given sources in hiring

By dividing the number of employees of a given source by the total number of employees in a given process, you will check the efficiency of the sources.

If you hired 3 candidates from 2 different sources, the efficiency of one of them is 33%, and the other one is 67%.

When evaluating an application source, you cannot rely solely on the number of applicants. Instead, the key indicator you should follow is the efficiency and effectiveness of this group compared with the others. Often, quantity is the only indicator - and a short analysis is enough to shift your budget to the most effective resources.

Tips:

When analyzing the application sources for a project, remember to consider the position. Different sources may not convert depending on the industry or position. Therefore, do not treat the results obtained as a global determinant but as a hint for similar future projects.

It is also worthwhile to look at which stage of the process candidates from a given applicant pool ended up. For example, suppose the vast majority of candidates from a given applicant group end the process at the first or one of the first stages. In that case, this is an important signal that the group is generating completely mismatched applications. Filtering them out wastes time, so it may be worth giving up.

Candidates' uniqueness

Creating our own database of candidates is the team's daily work, but it pays off over time. So, pay attention if it's growing. It is not necessary to do this for a specific process. Aggregate general data for a certain period, e.g., 1 month – it is enough to draw very helpful conclusions.

What do you need?

- number of new candidates in the talent pool in a given time frame
- number of applications in a given time interval
- source of these applications

Time: 20 min

Let's assume that the data looks as follows:

- number of applications: 900 (source X: 300, source Y: 300, source Z: 300)
- number of unique applicants: 800
- number of new applicants: 450

What valuable information is there?

Statistics from portals, applications from your Careers site, and others add up to 900 applications, and you have 800 candidates? In this case, in simple terms, 200 of them applied twice for the same position, e.g., both through the Careers tab on your website and one of the portals on which you published offers.

Out of 900 applications, 700 candidates applied once and 200 twice (so you count each of them once), totaling 800 candidates. The result of 89% (800/900) unique candidates is outstanding, so you have nothing to worry about.

Of the 800 candidates who appeared in your database, 450 are new, which means that 350 had already been there (you had contact with them, they sent a resume spontaneously, or they already participated in one of your recruitments). Thus, new candidates represent 56.25% of all applicants. It's worth raising this ratio unless you recruit in a niche industry with a small number of specialists in the market.

Out of 900 applications, you gained 450 new candidates, giving you 50% efficiency. On this basis, in the future, you can quickly assess how to obtain specific KPIs, i.e., you know that to get 100 new candidates in your database, you need to collect 200 applications (spontaneous or within particular recruitment).

Conclusions:

Too many unique candidates may mean you are underutilizing your resources in the form of your talent pool.

Instead of starting every process and searching from scratch - **start by reviewing your own talent pool**. This is a considerable time and labor saver, and if those candidates have already had contact with you, they will write back faster, and they will be happy to know that you thought of them for future projects.

Too few unique candidates mean you are not attracting new candidates and relying only on your existing base. It's a mistake because the unmoderated base and the expiration of data processing consents will melt over time. Therefore, **acquiring new applications should be a continuous process**.

Candidate sources

It is useful to distinguish between the candidate source and the application sources. The application sources are the sites from which candidates navigate to the application form. These can be job-related portals, the Careers page, or social media. Candidate data, on the other hand, is information on how they ended up in your candidate database. Therefore, it is useful to divide them into two groups:

Forms:

- spontaneous applications
- applications for specific projects

Direct search and others:

- added manually
- sourced on LinkedIn and Goldenline
- sourced on social media, such as FB
- received at job fairs

The first group is candidates for which the recruiter's commitment is negligible in obtaining them - it is usually limited to posting an advertisement on job portals or the website's Careers section and waiting for applications. However, in the age of the candidate market, such activities are no longer sufficient.

In addition, they also come at a cost - most portals are paid, as is participation in a trade show (unless as an attendee). Also, referrals are now a currency in the recruitment market for recommending candidates. For example, in the IT industry, some companies even pay several thousand PLN! If the first group of candidates prevails, it means recruiters’ passivity and a lack of initiative. Of course, sometimes you cannot avoid them, but it is worth looking for alternative solutions.

Recruitment analytics for company growth

Ilona Niziołek

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My role in the company: I'm a one-person HR division.

What data analytics gives me? Predictions that help me in planning our company's growth.

What does our hiring process look like? We have an ongoing recruitment process for sales specialists, and we open a new position roughly once per quarter. Candidates can apply all the time, and they do – we get around 100 new applications each month and evaluate them immediately, using tags. When we open a new position, we start looking in our talent pool, and usually, we find a perfect match there.

Building a new team from scratch

When your company needs to grow, you often don't have time for extensive research and slowly figuring out what might work – you need to act fast and learn as you go. The good news is that analytics help you make the most of those learnings, especially for the future.

Imagine that you get the challenge of coming up with a team that can work on international markets, and they should start in two months maximum.

And that leads to the question...

Where do I find suitable matches?

Don't expect to figure it out immediately if it's your first time.

But if you have data from your past recruitments, you can find some golden nuggets there.

It's all about **source efficiency**.

In other words, check which sources brought you employees that made a perfect match – not only from the perspective of a job offer but also after several months of work.

How do I analyze it?

Recruitment processes

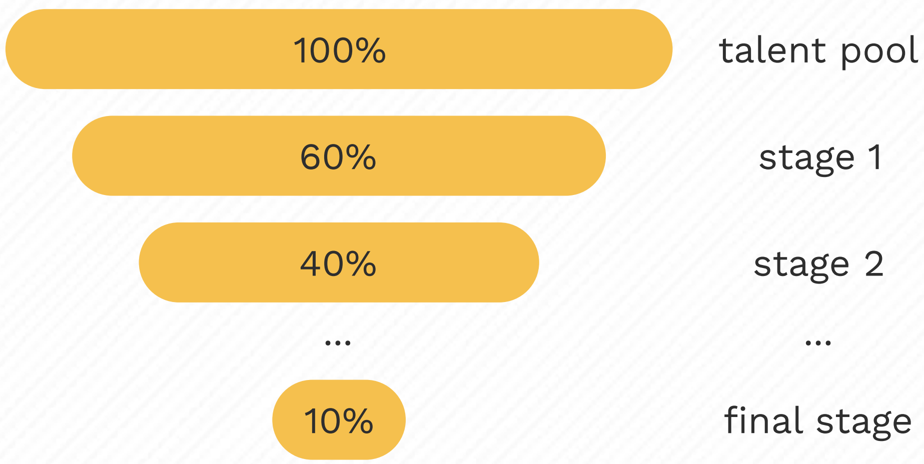
I have a few metrics that help me check the status of each recruitment process. First, I track the number of applications per month. It helps me plan our future recruitments, as I can expect more or less that the trend won't change. Then, when our hiring plan expands, I know where to pour more money.

Later, I evaluate **what part of those applications fits our needs**. That's the first conversion rate I need to consider when planning my future recruitments.

But before we can move on to the selection process, there's one more element – the **response rate**. As our approach is specific and people apply even when we don't have an open hiring process, they can land another job before we open ours. So from all the people I contacted, only a part will still be willing to work with us.

As soon as I have this shortlist containing people who participate in our process, we move on to further stages. I track the percentage of how many applicants make it towards the end of the process and where we lose them along the way.

Ultimately, all of it makes my recruitment funnel – with an expected number of applications and conversion rate. So, for example, if on average 10% of my talent pool makes it into the final recruitment stage, it means that I need to find at least 10 candidates from my talent to choose one:



Sudden changes in my results

Usually, my results are pretty stable: they differ by a few percent per month, depending on external factors. Yet, when I notice sudden drops (or peaks!), I take time to understand what happened – and what can be done about it.

When this situation happens, I start by figuring out at which stage of the recruitment process I noticed the change. Then, I can check the factors that might have influenced it. Here are some examples:

- **sources** – even though you can figure out what sources work best for you, it's not set in stone. When you notice a change in the number of applications, you can track down the reason by checking if the drop is limited to one source or happened everywhere.
- **the way I phrased the job offer** – as you can see it here (PL only), we opted for an ad that would potentially exclude mismatches. It works as a first check of skills we find crucial. And, as I see our results, this approach works for us. When we get too many poor applications, or see a drop in the total number, that's another area to fix.
- **the way of gathering the applications** – we use our chatbot instead of asking for a CV or a standard application form, so here I can work on specific questions, their order, overall communication feel, and other details that can improve completion rate and answer quality.

Employees

Remember when I talked about analyzing your employees? Apart from regular checks on their happiness, performance, and plans for the future, they give you a lot of insight regarding your recruitment processes.

The most important point: you can check if there is any correlation between the sources you use and the match between your hires and your company. Of course, there is no guarantee, as many factors influence this situation. Nevertheless, in our case, it's pretty significant and helps me evaluate the sources.

Especially, think about people who stay long with you – and those who left your company before you expected. This tells you about two elements of company fit: culture and skills, evaluated from a long-term perspective.

How can you get started with source analysis?

Take a look at your employees

Your current employees are a testimony of past hiring decisions. Evaluate who stays with you (and why) and check if the source plays a role here. You can analyze:

- their length of service,
- those who resigned,
- those who got dismissed,
- and the reasons why they had to leave the company.

Of course, it might change in time, so don't treat it as an easy one-fits-all formula. However, I can add that in our case, we see such a correlation.

Check how the source impacts job ad views and applications

Here you can learn about the exposition you get in the sources you use. It's an important factor when comparing the sources and their efficiency, especially before you get any applications. It helps you track the reason: maybe the ad is fine, just it doesn't reach the potential audience.

Find at which stage you lose the most candidates

In other words, it's about checking if candidates from a particular source tend to progress further in your processes. It tells you a lot about the general alignment of your ideal candidate and the audience you reach via those sources.

What to do next?

Combining that information makes it easier to prioritize your sources and decide where to pour more money. Remember: it's all about wiser investments.

Common language with the business

I think that lots of HR specialists struggle with fear of convincing the business that those numbers are important and reflect the company's reality. When working on your analytics, you can feel more confident and overcome that fear.

Give context

When you talk about metrics – especially those you've just started using – it's super important to set the context. Show what results are good, why, and how they impact the business. A good example is the NPS score: usually, you might think that scoring 8/10 is fine when the really good numbers start from 90.

You can also explain the impact of those numbers on reality. Talk about what they show and what they mean to you. For example, show that a decrease in conversion rate from a given source translates into a longer recruitment process.

How do we talk with the board?

We review the number of positive applications each month and analyze them regarding the company's plans. It helps us make decisions about pouring in more money and other resources.

Besides recruitment stats, we also talk about our employees – the average time spent in our company and their satisfaction.

Analytics in context – what's your goal?

Konrad Zabłocki

Focus Telecom Polska

My role in the company: Head of HR with a one-person team

What data analytics gives me? It lets me cooperate with the business as partners – and work close to the people, not as a separate segment. Data provides objective overview on particular HR/business area.

What does our hiring process look like? We tackle each process type individually, using reverse engineering techniques. For example, when recruiting, we strive to understand the business case and the value our new hire should bring to the company. Also, we talk about how we will measure this value. Knowing all this, we can plan the recruitment process, define the competencies, and the way to recruit and select new hires.

Let's talk about recruitment goals

That's the starting point for recruitment analytics: clarifying the recruitment goal will help you ask appropriate questions.

Setting the right goals

It's not about finishing the process in X days or paying Y per hire – that's a short-term perspective. Instead, **each recruitment process is about finding the right person for the job and organization**.

Let's dig deeper, though. Evaluating if you found the right person equals checking:

- how successful was the onboarding process (into the organization, team, and role/tasks)?
- how effective is the employee in performing their tasks?
- how aligned are they with the organization's values?

That's why, **before you start recruitment and selection processes**, you should know:

1. what is the purpose of the job opening? What economic value should they bring to the organization?
2. how will this person be evaluated? What metrics will we use?
3. how will we know we want to continue working with them after the trial period?
4. what are the team's needs and plans? What team persona would help them perform better – a challenger, an analyst, or a team player?
5. who leads the team? What kind of person would get in line with their leadership style?

Based on that, you can define the competencies and personality traits needed to fulfill those goals. That's also when you get to plan the process or how you will reach those candidates and select the best matches. So it's a reverse engineering process, where you start with the final effect and get all the way back to choosing recruitment and selection methods.

When it comes to the hiring process itself, it gives you guidelines on how to define the strong and weak points of each candidate. Those overviews should help make the final decision.

And that's also how you become a business partner, clarifying their needs and delivering the right people. As soon as you understand your company, its crucial processes, and how it gains advantages in the market, you can fully contribute to its business development.

How do we meet the goal?

Short-term analytics

This one focuses on the question: "does our recruitment process give us placement? How?".

Let's divide it into several questions to make it less generic and give you hints on where to start looking.

What has gone wrong? Each failure on every level gives us insight. When you start your process and don't receive any suitable applications (or there's literally no one interested), it indicates that you should check the offer:

- are you visible in appropriate places?
- is your offer suitable for the market?
- have you addressed the needs of your personas?
- are you actively searching for candidates?
- how is your job offer phrased?
- is your communication style in line with other company publications?
- it is attractive (interesting description, video about the offer, etc.)?

What is the quality of our process? That's the question that takes several dimensions to consider. You can think about:

- how long does it take to finish the process? (KPI: Time to Hire)
- what is the candidate's experience like? (KPI: Candidates' NPS)
- what does the cooperation between recruiters and the business look like? (KPI: Hiring Managers' NPS)
- what are the costs? (KPIs: Cost of Hire)

What are the costs? Here, think not only about money but also the time you spend on each process and the costs of not having someone on board (like having to pay some freelancers to do the job or not being able to develop some projects).

What do our candidates think? Feedback from the candidates is valuable, especially if you gather it on the spot and introduce changes as soon as possible. It doesn't have to be a strict process – you can start by listening to their words. They can often comment on how the job was described or the questions/tasks they got.

Make sure to check if their feedback talks about you or them. It might happen that it is not applicable or will harm, not benefit, your processes.

Do we ask for the right things? A well-designed recruitment and selection process helps you uncover useful information in hiring. But, if you can't make a decision, it means you should redesign your questions against top criteria used for a given search.

What are the bottlenecks on our side? Your process can look great on paper, but if it's not coherent with your organization's reality, it will eventually fall apart. Track if there are similar situations when you experience delays or don't get full information – and define ways to solve it.

Do we have people to choose from? I firmly believe that quantity gives us quality, and recruiters are responsible for managing the pipeline. That's why you should constantly ask yourself that question. If you can't see anyone that would possibly make it to the end of the process, you need to look for more people as soon as possible – and not when all our candidates are rejected.

Long-term analytics

This kind of analytics brings you closer to your ultimate goal – hiring the right people for the right position. That's when you focus on their performance and check if you want to continue your collaboration.

In our case, we evaluate the hiring process through these lenses after a month, three months (end of the onboarding process), and then in the mid-term perspective. We look for clues in the hiring process that could predict how the person performs: their successes and weak points.

This insight is used to confirm if our process discovers the information we need – if we ask for the right things.

What do we do to achieve our goals?

Data also helps you in progressing your skills. After all, it gives you metrics on how efficiently you work – and you can follow your improvement plan. Apart from results, you can track your actions:

- how many new contacts and sent messages do you have today?
- what was the conversion rate?
- have your actions moved the project forward?
- and if you worked for a client, would they pay you for your effects today?

It might change your mindset, but it will help you focus on the most impactful tasks.

From the Recruiting Manager or Head of HR perspective, you can evaluate the team competency set. Consider their creativity, efficiency, relationship building, planning, and analytical skills, and work on developing your team.

Data gives you recruitment ownership

In my opinion, it's the recruiters' responsibility to fill the pipeline with both quantity and quality. So, they should constantly evaluate if they can close the process with already involved people or if they need to reach out to other candidates. And here, data plays a crucial role, as it helps you make that decision.

Getting a tangible impact on the metrics

Martyna Żabnicka

Deviniti

My role in the company: Recruitment Team Leader

What data analytics gives me? It works for confirming my intuition and make data-informed decisions.

What does our hiring process look like? We hire specialists for our company, tackling all types of roles: from product and service to support. Our team works from the beginning with hiring managers to get the full picture of their needs.

How did we get started?

We didn't wake up one day with an entire system of analytics. Our starting point was assuming that we want to finish X% of our recruitment processes in Y time. And with time, it turned out that we're close to this metric.

We asked ourselves then: "so, what can we do to have a real impact on this metric?"

And that's when the real fun began.

Getting into details

We started by investigating and defining what recruitment processes should make it into our metric. We run a diverse range of processes: tech, non-tech, constantly opened, or unusual ones that don't resemble anything we have done before (or after). This diversity hugely impacted our metrics, so we decided to refine it after some time. Currently, we measure data separately for tech and non-tech processes, and we treat all the unusual cases individually.

Challenge: candidates rejecting our offers

At the beginning of 2022, we noticed that the job market returned to stability and breathed after the pandemic. Of course, the war in Ukraine had a considerable impact, but generally, people felt more confident with job-changing, which meant they had more freedom to reject our offers.

So we needed to act on it quickly.

Introducing new standards

We started by analyzing the reasons behind their decisions. It gave us multiple hints on what could be wrong, and we went on to tackle this issue: we just took too much time, and they got another offer earlier. Sometimes, before we recommended them to the hiring manager after the phone interview, they landed another position in a different company.

It was high time we cut short our processes. So we established a detailed timeline and deadlines for replies from our recruiters and hiring managers.

Execution

The beginnings weren't easy. We're a team that trusts each other and cares a lot about relationships, and being strict with deadlines was a challenge. We needed to find a way to encourage all parts involved in the process to follow the new set of standards. We've been aware that we'll get the final buy-in when the first results come, yet it always needs time and a fresh set of data.

For me, that's the key learning point: **your team will not fully buy those changes until they see their impact**. So you'll need patience and consistency.

Also, we settled on the standards, but the team is free to meet them however they feel appropriate. The goal is one, but there are various ways to reach it – and I encourage them to find theirs.

Similarly, we worked with our hiring managers. They also needed the context to stick to our standards:

- explaining what benefits this change of behavior brings;
- why do we need it right now – what are the costs and losses we face without them,
- how will we support them in the process,
- and what exactly we need from them (like, why should they rate the candidate in TRAFFIT instead of sending their opinion via slack).

We worked on that in a series of meetings. They were really eye-opening for our hiring managers, which let us cooperate successfully.

That's another critical issue: your hiring managers don't want to screw up your efforts; they might not realize the impact of those details, and it's your job to help them understand it.

Role of data in my daily work

Data is supposed to give me directions. It communicates "yay, your team progresses" or "something is wrong", but it often doesn't reveal the details. That's why I don't treat it as a source of the ultimate truth ;)

Cooperation with my team

Data needs context to show its impact, and I get it from my recruiters. Each process has a ton of unique shades and situations that don't get reflected in numbers. Often that's why recruiters perceive introducing data analytics as a threat, not a chance to work better. Give them space to share those details, and don't put your whole trust in the numbers, and you'll hit the sweet spot.

Now, after each recruitment process, I do a review with my recruiters. It's the moment when we can compare what we know from the system with their perceptions – together. It helps us refine the system and our efforts and lets my team make friends with data. Right now, they are willing to work with it and cooperate.

We work together on our metrics, and each team member knows their work impacts the final quarter result. I think this feeling of responsibility for each other helps us push more than if we were to work for it individually.

And here's an important note: don't underestimate the impact the results have on each team member – both over- and underdelivering. It's a significant factor; here it is the leader's role to play it for the benefit of the teammate and the entire team.

Source of information

The most obvious role: data from our past and current processes gives me information. When dealing with a similar process, I can estimate how long it will take and the costs of it. This helps me set the expectations for our hiring managers and plan our work.

Also, it helps me learn from the experience. We often release offers for a similar position with a comparable salary, and they get hugely different reactions from the market. When we can compare the performance, we can spot what is responsible for the changes, like:

- description, the language we used,
- placement and sources,
- and other tiny details that appear to have a considerable impact.

On this basis, we learn how to create better job ads.

What's more, it gives us a basis for our intuition. Before, we relied on gut feeling – we knew that a given recruitment process went better than others or that one source gave us better results, and now we have data to back it up.

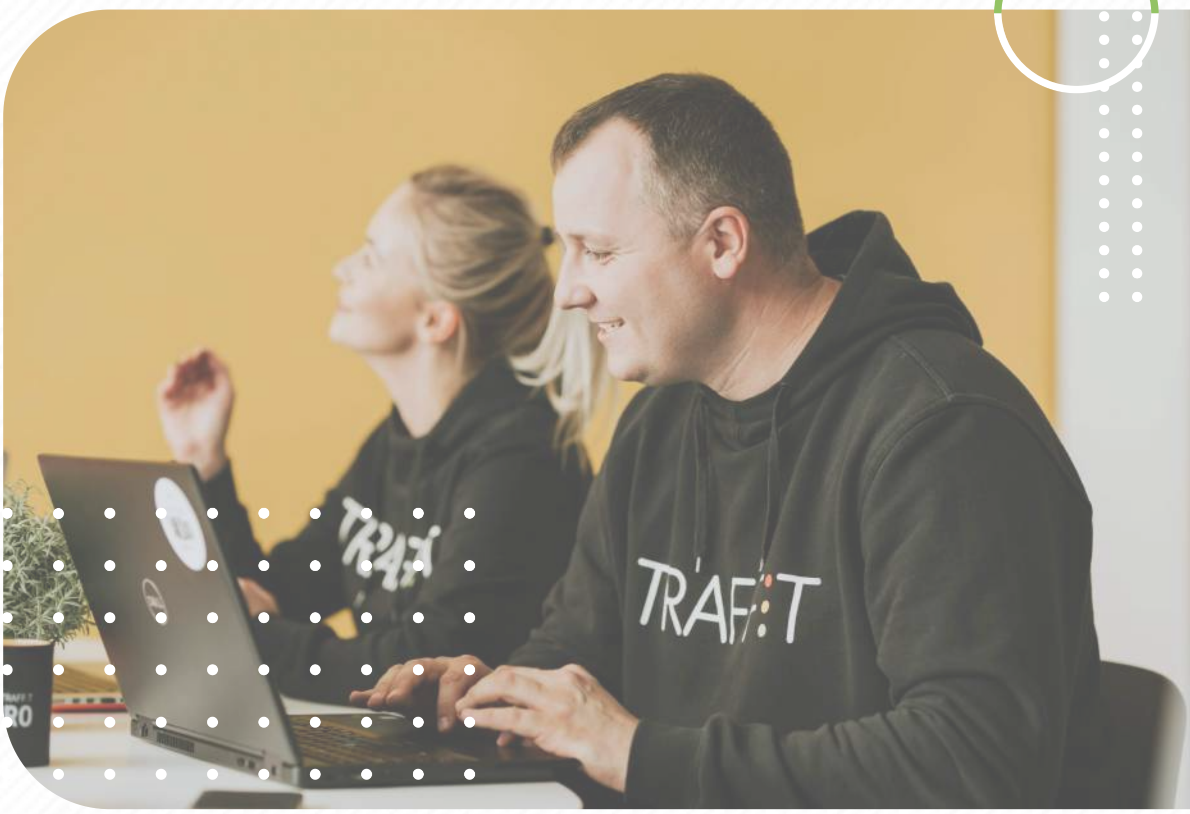
I'm happy that these two often go hand in hand, but it's way easier to talk to the business with numbers ;)

Cooperation with business

Since we started working on data, we've developed a more straightforward, precise set of metrics. Right now, the data is easier to compare in time, and our Excel spreadsheet for the board got cleaner and shorter.

We also started suggesting metrics that give us important details about our situation, and I feel we took more ownership of the process.

Developing our analytics boosted our confidence – now we know exactly how our actions contribute to the company. And when we see how our daily activities impact the results, it's a whole new level of working.



Recruitment data analysis in TRAFFIT

Anika Osmólska

TRAFFIT

My role in the company: People and Culture Manager

What data analytics gives me? It points out areas where we can improve our results.

Speaking about analytics and data, the first areas that come to mind are sales, marketing, etc., but HR and recruitment space usually is the last on the list or isn't on it at all. Fortunately, it has started to change, and numbers play a more valuable role in recruitment processes as important business metrics.

At TRAFFIT, we treat data in our recruitment very seriously because they show us things to improve and what works well. Such knowledge allows us to create processes that are more efficient and successful. In this way, we can prepare ourselves for the next recruitment and estimate what we want to achieve and how to do it.

Our approach based on data helps us minimize the chance that business strategy will be disrupted because of a poor quality recruitment process and increase candidate experience. Almost every recruitment has shown us what we need to focus on, and we worked out analytics based on the number of areas.

Cost per recruitment

It's a crucial element of every recruitment. It helps us estimate the costs before we start a process and make sure they are well planned. Combined with analysis after recruitment is closed, we optimize the costs for the future. What do we count as recruitment?

- referral costs
- paid job boards costs
- hours spent on the recruitment - all people engaged in the process
- consultant costs
- tasks costs

Time to hire

We set a standard time to hire in every recruitment for 10 working days. It means that from the moment of application to the last recruitment stage shouldn't exceed 10 days. We're aware of the fact that top talents disappear from the market really quickly. In order to find the best people, it's crucial that our processes are short. It also helps us save money. The longer the process takes, the more money we spend.

It doesn't mean that we always succeed. It happens that recruitment took longer, but being aware of this fact allows us to find out why it happened and how we can avoid it in the future.

Sources

Analyzing sources of application helps us to focus on the most efficient ones in the future and also save money. There's no point in paying for job boards or ads that didn't work in the past. We hire for different roles, and every recruitment is different, so we need to know beforehand how to find the best candidates in the fastest way. Analyzing sources definitely takes us closer to doing that.

A number of visitors on a job offer

Such a number is really valuable during the recruitment process itself because it tells us whether we attract candidates to check our career opportunities. We can see if our promotion around a process and also external employer branding activities are working. A big part plays our career page which should also bring candidates to our offers, so analyzing entrance on job ads help us find new ways to improve it.

Conversion from job offer to the application form

Once we encourage people to visit our job offer, we need to check if it's attractive enough to make them apply for it. If the conversion is low, we can react and edit our job ad and see the results. Also, for the future sake, we know more about how to prepare it from the beginning.

Conversion from application to the next stage

We want to find out what % of candidates who applied go to the next stage. It'll tell us if the sources and ways we use to get applications are directed to the right audience. It's important also to check it on a daily basis during a recruitment process because it helps us to react when we don't receive enough well-matched applications. This way, we have a chance to improve the job offer or focus on other sources.

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NPS

We really care about our candidates' experience, and we believe it's them who can tell us how to improve it and how to create a better and better recruitment process. Although we've just started to measure it, we hope for valuable insights.

Analyzing all the areas and numbers mentioned above allows us to create possibly the best recruitment process with value for the business as well as for the candidates. We constantly are looking for new measurements as we're aware of the power of analytics.