People Analytics to Reinvent Talent Acquisition

How do we leverage analytics to empower strategic imperatives and enable the company to respond to the dynamic nature of today's world in a cost effective and efficient manner?

Agenda

- "Table Stakes"
- Identify the pain points
- Predictive Analytics
- Strategic Impact

Time to Hire

Function

Level

Duration

Conversion Ratios

Applicant : Contacted

Contacted : Phone Screen

Phone Screen : Interview

Interview : Offer

Offer : Hire

Performing at or above level in 9 months

Activity Based Costing

$$\frac{\text{Candidates}}{\text{avg \# interviews}} \times \text{avg hourly rate of interviewers} = \frac{\text{business cost of interview process}}{\text{\# hires}} = \text{cost of interview process}$$

Kaizen-Problem Breakdown

1. Days to hire by Division & Level

Days to Hire

- Capabilities S1-S4: 142
- Capabilities A1-A4: 65
- Capabilities M1-M4: 55

(y-axis markers: 20, 0)
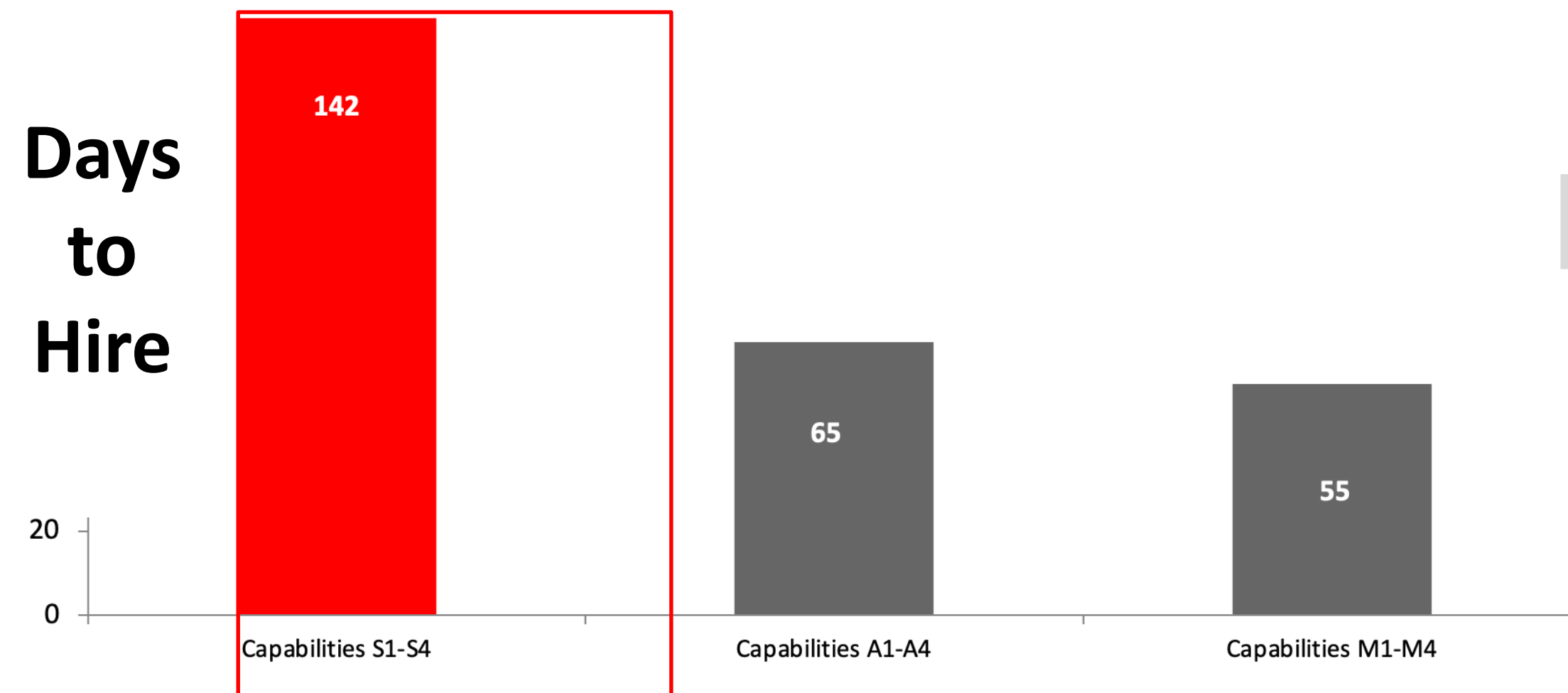
2. Hiring funnel Engineering L3-L4

	Appli-cations	Contact	Phone	On-site	Offer
# of candidates	29	21	12	4	1
# of hours spent	0	21	18	50	8

■ # of candidates   ■ # of hours spent
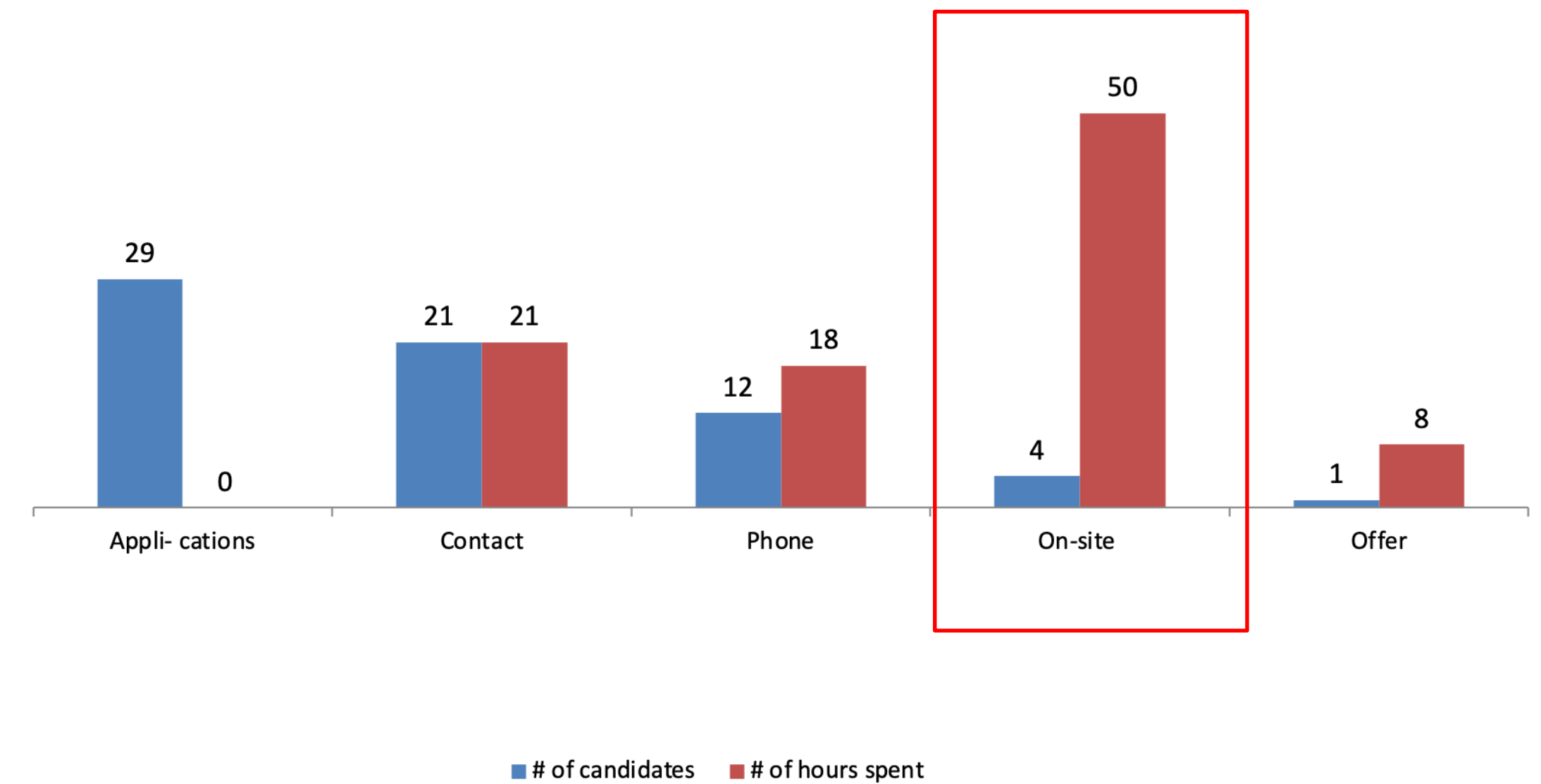
3. Hiring Process & pain points

Prioritized 3 biggest areas of concern

Pre-kick off → Kick-off Meeting → Sourcing → Phone screen → Phone Interview → On-site Interview → Debrief to team → Decision to Hire → Offer

Solution

What if we could take a snapshot at any moment in time and accurately predict how many hires we would make by Function/Role/Level?
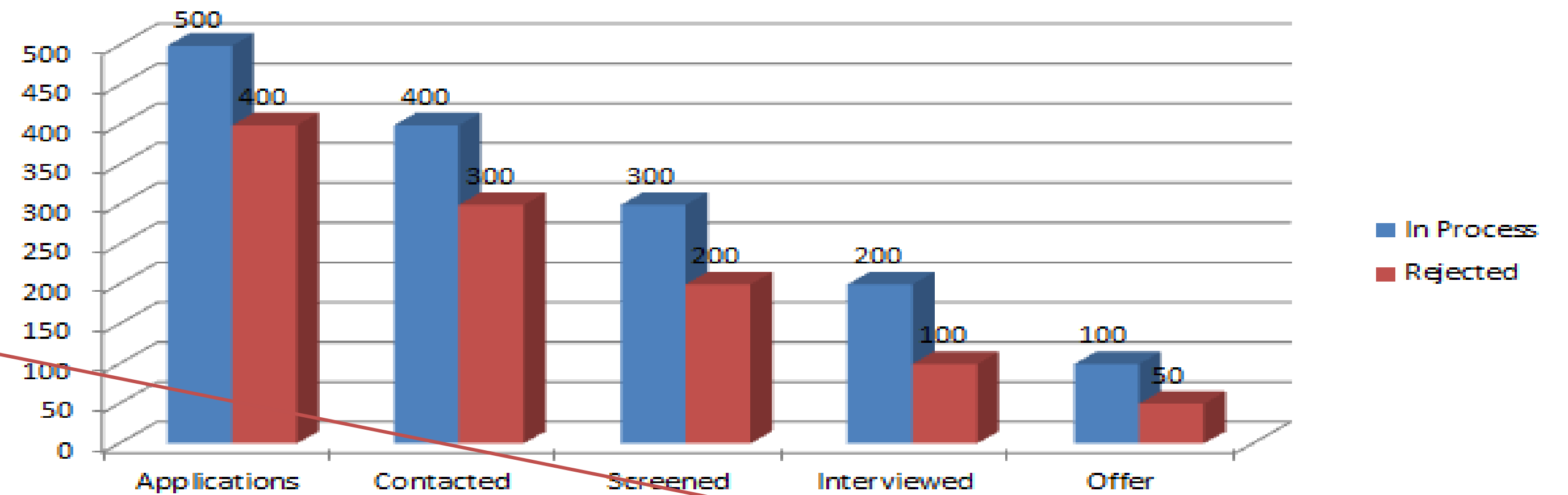
Workforce Planning Dashboard

	In Process	Rejected	Total
Applications	500	400	900
Contacted	400	300	700
Screened	300	200	500
Interviewed	200	100	300
Offer	100	50	150

Projected Hires	100.00

* 30-60 day timeframe

Pipeline on Open Positions

Potential Hires Based on Current Pipeline					
Tech 1	Tech 2	Tech 3	Tech 4	Tech 5	Total
10.00	20.00	50.00	20.00	10.00	100.00

*figures are for demonstration purposes only

Impact

- Predictability based on data
- Able to flex up and down with certainty
- Impact of our investments
- Hiring process optimization

Thank You.

Any Questions?

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