

Workforce Planning Agency Data Resources Toolkit

RECRUITMENT DATA

Gathering and analyzing data on your recruitment activities are important part of developing an effective workforce plan. Of special importance is the measurement of the time required to fill a position and the total costs of recruiting new employees.

Existing documents such as applicant data sheets capture much of this information. With slight modifications, additional valuable information could be captured and made a part of the process. With these additions, all of the elements necessary for the determination of relevant recruitment costs would be in place.

Effective workforce planning requires an examination of the following recruitment data:

1. Impact of Agency Geographic Location

2. Recruitment Obstacles

3. Recruitment Costs

Suggested Resources:

Calculating Recruitment Costs

We suggest the following definitions and formulas for calculating the direct and indirect costs of recruiting a new employee to fill an existing FTE position. We have allowed for the inclusion of a number of discretionary costs, recognizing that many agencies have different policies and procedures regarding allowable costs when recruiting for positions.

- ? **Calculating Recruitment Costs.** The direct costs of turnover can be determined by adding the actual costs that arise from the recruitment activities required to replace departed employees. Much harder to quantify and measure are the indirect costs, including time spent processing separating employees and conducting exit interviews, lost productivity, lost opportunities, and other agency-specific activities.

Direct costs should include, at a minimum, the costs of advertising, time spent interviewing (the hourly rate, either an average or the actual rates, of the interviewing individuals), and the estimated training costs for the probationary period of the replacement employee. An additional measurement for indirect costs could include the cost of lost productivity for positions that are critical, expressed as a daily cost of vacant positions at entry level salaries.

Suggested Formula for Calculating Recruitment Costs

Advertising Costs
+ # of Interview Team Members' Average Hourly Rate
+ Probationary Period Training Costs
+ Any Additional Costs (e.g., applicant travel reimbursement, relocation allowances, etc.)
=Total Recruitment Costs

4. Length of time to fill a position

Suggested Resource:

We recommend using the following definition when tracking the length of time required to fill a position: *the elapsed time from the actual posting of a position to the final acceptance of a job offer expressed in calendar days*. Data collected on “continuously posted” positions would need to be qualified to allow for a valid time-frame average calculation.

5. Success in hiring measured in terms of % accepting offers.

6. Quality of applicant pool measured in terms of the number (%) of applicants meeting preferred qualifications .

7. Reasons applicants failed to meet preferred qualifications .

Suggested Resource:

The following Applicant Information for Position Chart could be used to track data elements 5 and 6.

Applicant Information for Position

“Position Title”
“Position #/Class/Slot”

Interviewer: _____

	WM	WF	BM	BF	OM	OF	Int.	External State	Non State	Met Preferred Quals. (yes/no)	If no, Specify	Offer Made?	Offer Accepted?
App. Name													
App1													
App2													
App3													
App4													
App5													
App6													
App7													
App8													
App9													
App10													
Totals:													

- *Int: Internal Applicant
- *ExternalState: Other State Agency Applicant
- *Non State: External to State Government Applicant

Preferred Qualifications Codes:

- Job Content: JC
- Education Requirements: ER
- Computer Skills: CS
- Mgt. Supervisory Skills: MS
- Communication Skills: CO
- Team Skills: TS
- Customer Relations: CR
- Interpersonal Skills: IS