

Recruiting Metrics - A First Glance

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Even considering CUNY's size and scope as one of the largest higher education institutions in the country, its activity and successes in the area of faculty and staff recruiting are impressive. Over the past three years, the University initiated between 900 – 1,100 searches per year. There were more than 163,000 applications in CUNYfirst in the past academic year (and over 400,000 total since TAM was implemented), over 150 applications per vacancy on average. We have advertised in nearly 300 different outlets over the past two years. We administer University-wide contracts and relationships such as the Higher Education Recruiting Consortium (HERC) and a relationship with a major advertising agency (Creative Media). We operate, maintain, and continuously upgrade a large and complex Talent Acquisition Management system.

Over this past year, the Office of Recruitment and Diversity has developed a network of staff around the University with substantial involvement with recruiting. We've found that over 100 CUNY faculty, staff, and executives identify themselves as recruitment personnel, part-time or full time. Their efforts are supported by the countless hours spent by others, including HR staff, hiring managers, administrative personnel, and importantly, search committee members, to support the ongoing effort to hire a highly-qualified, diverse workforce.

It's commonly accepted that recruiting is one of the most important activities in any institution. This is especially true in higher education. Not only is it critical to provide a high level of excellence in serving our constituents (our students), recruiting and selection are critical considering the long tenure many employees can have in an organization such as CUNY.

Based on CUNY's level of recruitment activity, it would appear that we are quite efficient in our use of the limited resources available to us. Effective recruiting requires a significant investment. Many organizations find it important to go beyond simple measures of time and cost to track measurements (or metrics) of recruiting effectiveness as a way to evaluate their investments. They seek to address the questions, "Are we using the right kinds and amounts of resources to get the results we need?" and "Are we successful in meeting our recruiting goals?" Obviously, measures of time and money spent are important, but they must be evaluated in light of the outcomes, short- and long-term. Many organizations also compare their experience with industry standards and peer institutions, and seek examples of best practices from which to learn.

Recruiting metrics tend to be developed and implemented over time, sometimes over a period of years; the process requires strategizing, data collection, and experimentation to find the most useful tools. CUNY is working to build on its experience with CUNYfirst to create and evaluate such measures as we move forward.

Here are a few of the most common terms to describe metrics used in higher education and elsewhere to evaluate recruiting efforts. As you read these, consider how your campus or unit could benefit from this information.

Metric	Explanation
Time to Fill / Cost to Fill	The total and average time (weeks) and cost (dollars) spent to operate and complete a search, from initial request to hire. Cost includes advertisement, travel, and out-of-pocket items, from any funding source.
Internal /External Fill Rates	The percentage of positions filled by internal candidates (CUNY employees) and external candidates (new employees).
Net Hire Ratio	Number of successfully completed searches as a percentage of total searches; can include analysis of cancelled searches and declined offers.
Manager Satisfaction	Based on survey data, managers' satisfaction with the effectiveness and efficiency of the recruiting process, and satisfaction with the success of the selected candidate.
New Hire Satisfaction	Based on survey data, new employees' satisfaction with the recruiting process from both a customer service standpoint and satisfaction with their new position. May also be evaluated for candidates who are not hired.
New Hire Performance and Retention	Analysis of the number and types of searches compared with performance appraisal data and turnover data of the selected employees. For example, how many new hires remain in their positions after one year? How many new hires are high performers? What could be the reasons?
Recruiting Source Analysis	A comparison of recruiting sources (advertisements, conferences, referral networks), their cost, and their effectiveness in finding successful new hires. Allows us to fine-tune recruiting expenditures to make the best use of dollars.
Candidate and New Hire Characteristics	Ratios and trends in demographic and other characteristics of candidates and new hires. At present, much of this data is included in CUNY's Affirmative Action reports and plans, but it could be expanded to include areas such as education level, years of experience, relocation requirements, commuting distance, and other factors.