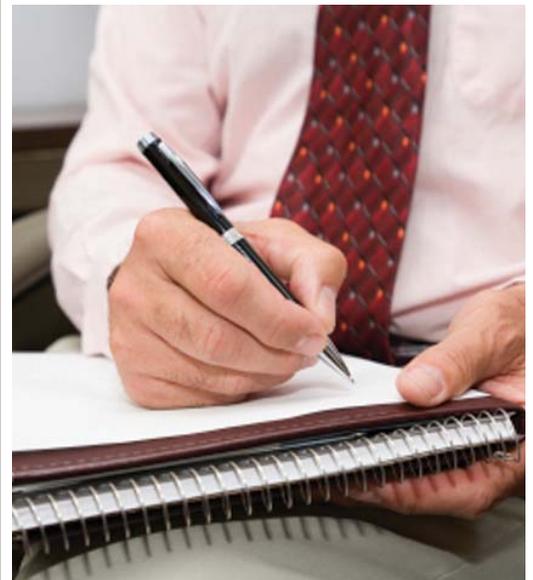


JON
BARTOS

RECRUITING
IS A
SCIENCE



REVENUE PERFORMANCE
MANAGEMENT LLC

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Increase your individual and team performance overnight using the RPM Dashboard system for critical metrics management!

Managing a recruiting team is not unlike that of managing a major league baseball team. The tenured manager understands how to get rookies and veterans off to a good start at the beginning of the year by developing the proper habits to achieve big league success. Once a rookie gets seasoned, the focus shifts to other skills that continue to be worked on based on specific achievements, or lack thereof. How can you tell when one player is doing well and another is struggling and needs some attention? It is often not initially apparent, but eventually shows up in the results. The outcome itself, however, may not provide an explanation and true understanding of the variables necessary to evaluate the stats. The times at bat, the averages, the ERA, the on base percentages, etc. Yes, the true answer lies in the numbers. For recruiters, we refer to these as the metrics.

Recruiters and leaders who learn to manage their team and themselves by their numbers have a better understanding of their strengths and weaknesses and individual skill set deficiencies. They know where they must spend their time to improve both team and individual performance. They also have the ability to see trend lines – both positive and negative which allows them to predict the future. That’s right...predict the future. And change it.

That’s where the RPM system comes in! The RPM Dashboard system tracks and analyzes key metrics data, allowing the user to quickly identify trends and pinpoint problem areas for immediate correction.

PRE-SEASON CONDITIONING: QUANTITY ACTIVITY METRICS

When a newbie comes to play in the recruiting arena, a good manager knows that the first focus has to be on getting his player’s “at bats.” The more “at bats” they will have, the better chance they will have of success. The tenured recruiting manager knows that his first job is to get his rookies “at bats” by getting them on the phone. If the new recruiter does not get enough “at bats”, they will fail. Contrary to popular belief – even with today’s social media, resume grabbers, aggregators, spider engines, job board alerts, and much more at



our finger tips – recruiting is still a phone business. Developing the habit of being on the phone and not off the phone is a critical objective in the first 90 days for all new players. This conditioning must take place to develop the habits necessary for success in recruiting. Managers must also institute “minimum” levels of expectations on the critical activity metrics that lead to recruiting success. The focus must first be on achieving these “Quantity” metrics before moving on to the “Quality” metrics.

What are these critical “Quantity” metrics?

CT	#CALLS	#CONV	CAP	CDS	NMP	JO	QC	MAP-E	SO	PLACE.	\$ BILLED	\$ CASHIN
17.5	400	100	50	15	25	5	10	10	5	5	\$7,692	\$7,692

Number of Calls per Day and Market Connect Time



Managers know that if they can focus their team on the Pareto principle things (the top 20% of activities that achieve 80% of the results). Most successful players in the recruiting world average between 3.5 hours and 5 hours of phone time each day – the average being closer to 4.0 hours.

Many players come and go in recruiting, the ones that average 4.0 hours of connect time are the ones that stay in the big leagues and have the ability to continue to improve their game. The ones who don't however, usually end up a casualty of the game – most having to find a new career.

Being a new player in the field of recruiting and initially logging four hours of market connect time seems to be an insurmountable task. This is not as easy as it sounds and goes back to the conditioning process and the critical metric of number of calls per day. The first goal a manager should give a rookie is to plan effectively to make a **MINIMUM** of 80 calls per day. Two key items here – one, being effectively planned, and two, the word minimum.

I was at an industry conference at the end of October and I can't tell you how many times I heard from the group...

"There is no way you can make 80 calls per day. You have to source, do the research, find the numbers then make the call and have quality conversations – all in about 8 hours? Impossible!"

I am sure that many of you reading this article are thinking the same thing. The truth of the matter is that most of the recruiting industry struggles with this concept and it's one of the main reasons why nine out of ten people don't make it their first year as a recruiter.

Yes, it would be difficult to do the sourcing, research, and make calls at the same time. This is where the "effective planning" comes in. A good manager understands this and ensures that at the end of the day, his team spends the time needed to develop an effective plan that allows for a minimum of 80 calls to be made the next day. Typically, managers focus the team on planning for the following day's recruiting at the end of the day around 4:00 pm. This means everyone gets off the phone and works to prepare a solid call list, making sure they have an effective plan for over 80 calls for the next day. Most successful recruiters have 100-125 calls ready before they show up for work the next day. Verification and research is done during this time as well. When a recruiter tries to create the plan and research while recruiting, the day ends up completely unproductive.

When effective planning is utilized and the call numbers have reached over 80 calls per day consistently, the next thing a manager should do is to focus on **market connect time**, the "second" key metric. It is quite normal that a new recruiter will make lots of calls, often have poor quality conversations, and see very little results. Just as rookies develop their stats as they get more experience, the same holds true for new hires. The better the planning and consistency in call volume, the better the chance of quality conversations that lead to increased skill and success.

Quality conversations are the key to increasing market connect time as well as bottom line results. An inverse relationship happens with phone calls and market connect time. Once the phone call numbers are being achieved on a weekly basis, then the focus moves to increasing the quality of the conversations, which ends up increasing the length of the average call, which eventually decreases the number of dials needed to be made to hit the market connect time goals.

Once we develop the right habits to plan properly for the number of dials the next day and we start hitting some strong Market Connect time, we can start to focus on the other activity or quantity metrics that will lead us to success:

Conversations



In the age of technology in which we are living, it is somewhat ironic that it is easy to create lists of numbers and to make a lot of dials and yet not get anyone on the phone. Yes, we can develop the habit of making 80 calls per day but if a recruiter never talks to anyone, how will they ever get the chance to present the wonderful opportunity they are so excited about? This is why the next metric is so crucial. Actual conversations need to be measured if we want to get results. A conversation simply means we connect live with someone on the phone – a hiring manager, potential candidate, or potential referral. During an average day, a manager wants to see 20 - 25 conversations.

Not only should conversations be tracked, they should be categorized as well. It is important to determine if the conversation is for marketing or for recruiting and to establish the appropriate quantity of expectations for each. Experience has taught us that it is often tougher to get a hold of a hiring manager or CEO than it is a potential candidate. We look for our recruiters who do both marketing and recruiting to have a minimum of five marketing presentations per day and twenty candidate presentations. A presentation is a live conversation, with a recruiter on the phone presenting an opportunity and a candidate for an open position. Our expectations are for 20-25 conversations per day with five being marketing presentations and 15-20 being recruiting presentations. If a manager sees the numbers not being achieved, then steps can be taken to improve the quality of the presentation, the target people we are calling or the recruiter's techniques involved with generating interest. Recruiting is still a selling game; sometimes we need more sizzle to generate interest.

Quality Candidates

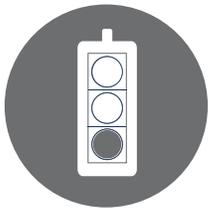


Assuming the recruiter makes enough calls during the day and is able to have several live conversations where presentations can be made, the goal is to generate interest and attract candidates to the opportunity that is available. From the 15-20 recruiting presentations achieved each day, a minimum of 1-2 qualified candidates should be identified. Depending on the market and the experience of the recruiter, this number could vary but 1-2 QC's per day should be the industry expectation. A quality candidate (QC) is a candidate that matches the position requirements and is interested in pursuing the new opportunity presented. If QC numbers are not being achieved, it is easy for the manager to evaluate the metrics to determine what is falling short. Is the presentation solid? Is it being articulated in a way to generate interest? If the presentation is



good, the next step would be to verify the number of calls per day to ensure there is enough activity on the go to hit the desired amount of conversations.

Job Orders



Just like the expectations set for recruiting presentations, there should be targets in place for expected results from making marketing presentations. Though there are several goals for a marketing presentation, the ultimate objective is to get a job order.

Out of five marketing conversations each day, we set a minimum expectation of getting one new job order, one per day. These initial job orders are often not of good quality and most probably should not be worked on, but in measuring the quantity that is generated directly from presentations, it provides a great tool for measuring the effectiveness of our marketing presentations to hiring managers.

Mapping “EPOEJO” Calls

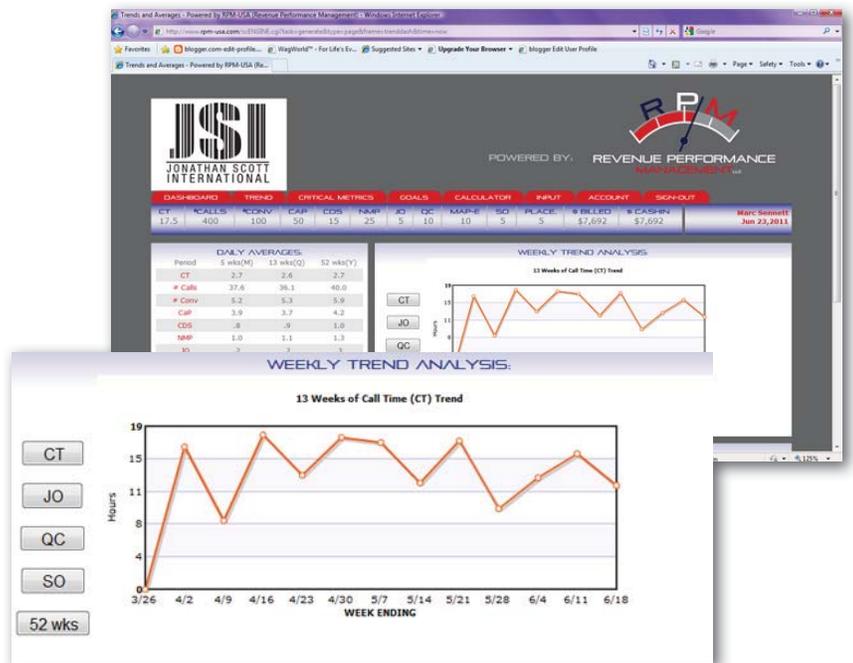


Another valuable quantity metric that provides essential insight in to quality is the mapping or “EPOEJO” call. I call it a matching and presenting call made to the hiring manager. If you have been in this business for several years, you may recognize it as the Employer Presentation on Existing Job Order call.

This call differs from most where recruiters have a brief conversation and then forward a resume of a candidate that may be a fit in hopes of getting an interview. A mapping call is when you phone the hiring manager – review the job specifications again and then do a presentation on a candidate or group of candidates. The premise behind this – is that resumes do not cover all aspects of a person’s career, knowledge, or experi-

ence. The mapping calls share the specifics of how the candidate or candidates meet the job requirements in detail with your hiring manager. This goes a long way to ensure your quality candidates get interviews.

The number of mapping calls is in direct proportion to the number of quality candidates presented. The target number for this quantity metric is five mapping calls per week. Again, these calls are specific and not just



an email sent with a resume attached and a prayer that interviews will magically happen. Mapping calls directly correlate to sendouts. The more mapping calls made, the higher the percentage of sendouts.

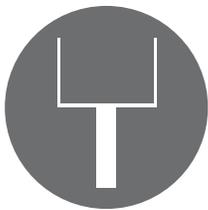
Sendouts

A sendout is a result of all the quantity metrics outlined thus far. Sendouts tell us many things. They let us know if the job order we are working on is good, they can tell us our quality of candidates we are submitting and how good are our matching skills are. Sendouts lead to placements and placements lead to money. Man-



agers need to work with team members to set individual sendout goals based on each person's income objectives and they should also establish minimum levels of expectations. A strong minimum is five first time sendouts per week. Why five? The average new recruiter's sendout-to-placement ratio is 10:1. With five sendouts per week, the law of averages says that will translate into two placements per month. If the quality is great – it may lead to three, if the quality is poor, however – it may just be one. The quantity activity metrics discussed are heavily dependent and correlated to the ratio metrics, which will be outlined in-depth next month.

Placements



Placements are the “W” in the recruiting world. Without placements, recruiting firms and recruiters struggle to stay in business. Nine times out of ten, by making two placements per month, a recruiter at any firm remains profitable.

Recruiting is a tough business and there is a lot to learn and do. No matter what is taught however, the industry as a whole needs to acknowledge the true value of the metrics that measure quantity activity as an integral part of the process. The trend has been to use technology as an excuse rather than a coaching technique to assist the players to increase their averages.

Our teams need to be conditioned in the beginning to do enough business to actually stay in business. Most recruiters go out of business too early due to not having an adequate volume of business to sustain them. It's time to put a solid game plan in place. It starts with 80 calls per day and then quickly moves to four hours of market connect time per day. Once those numbers are mastered, the focus shifts to ensuring that there are enough conversations, quality candidates, job orders, and sendouts to make the placements. Once the volume of business is there, and only when it is there, we can take it to the next level and work on quality.

It has been argued over the years as to whether the practice of recruiting is an art or a science. Many in the industry would argue that recruiting is an art based on individual skills and several variables since it deals with selling techniques, subjective matter and style. The better you are at it, the better your results tend to be. However, I would propose the latter. **Recruiting is science. And a simple science at that. By understanding the quantity and quality metrics that define the recruiting game, we can take an average performer and coach them to achieve above average results — all simply by working on the quantity of activity that they attain daily and the quality of which they perform it.**

The RPM dashboard system was developed specifically based on this premise and allows managers instant access to the current and cumulative numbers of every individual on their team.

QUALITY METRICS

Quality metrics are determined using ratios rather than independent number metrics. In most offices, the top producers tend to have more activity on the go and their ratios tend to be much lower than those of the newer recruiters. Having more activity means they do more volume and tend to be on the phone longer. Is this strictly based on their individual personalities putting a creative spin on the way they perform? Absolutely not. Their ratios are lower due to the fact they are doing better at the “quality” of which they perform their work. By tracking the metrics over time and evaluating the important ratios, the hypothesis of recruiting as a science can not only be confirmed but it can also be used to transform the performance of your office overnight. These constitute the metrics that have to be achieved initially in order to allow for a sufficient volume of activity to be attained for someone to be successful in the field of recruiting. However, we all know that the trend in life today is not to work harder, we want to work smarter. With millennials and the X generation in the work force, the four hour work week, people wanting

more time off and life balance – we work to live, not live to work, right?

So how do we work smarter? We begin by looking at recruiting as a science – systemized knowledge derived from observation. Once the quantity metrics are in place to provide the necessary volume of data, by paying attention to the quality metrics or ratios, skill sets can then be monitored, evaluated and improved to achieve the desired results.

The RPM Dashboard system outlines both the “Quantity and Quality” metrics in an easy-to-use, interactive format, allowing the user to view individual or team data at the click of a button.

In the science of recruiting, there are several key “quality” metrics that every manager needs to pay attention to and recruiters need to master – in order to be at the top of their game:

Per Desk Average – (PDA)



Per desk average tells us the efficiency of how well the office as a whole is doing. The calculation for PDA is the total revenue divided by the total amount of people on the phone in the office. Title does not matter; they can be Account Executives, Account Managers or Project Recruiters/Project Coordinators or any other as long as they are on the phone and generating revenue. A good PDA is anything over 300k for the office, an average PDA is about 225k and a very low PDA is anything under 125k. To increase profitability in the office, a manager needs to take a hard look at getting the PDA up to over 300k. Most offices can double profitability by just increasing the PDA number from 200k to 300k. There are several ways to increase PDA. Hire better performers, decrease the number of low performers or use the metrics to evaluate weak areas and provide additional training to those who need it to increase the skill level and overall performance.

Dollars per Market Connect Hour – (\$/MCH)

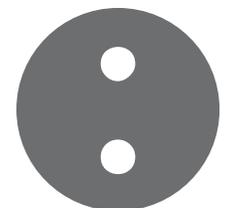


Dollars per market connect hour establishes a rate that outlines how much each employee is worth for every hour they are on the phone. It’s a great tool to help recruiters understand the value of their time. It is calculated by taking the total revenue in a given time period divided by the hours that the individual was actually on the phone during that period. For example, if Joe Recruiter was on the phone for 80 hours for the month (20 per week/4 per day) and they brought in \$40,000 in revenue, their time is worth \$500.00 for every hour they are on the phone (MCH). The higher quality work they do, the higher the \$/MCH will be. Often an hour wasted can be devastatingly costly. A word of caution, however – this metric can at times be misleading. If someone is in a hot market or has a great account, they may be able to do less time on the phone and see incredible results.

Managing by this metric entails a good understanding of each person’s ongoing volume of activity and a clearly defined \$/MCH rate that applies to them. An increase in the volume of work will then lead to an increase in revenue as the recruiting skills improve based on the quality of work that is done. More can be achieved in less time. This metric is tracked on an individual basis so that each person has a clear idea of what they are worth per hour of phone time and it also can be used to track the correlation to the profitability of an office. It is our goal in our office to quickly get the recruiters above the \$250/MCH which means for us that they are profitable. \$/MCH can vary significantly and can be improved by increasing the skill level of the individual.

First Time Sendout to Placement Ratio – (SO/P)

The first time sendout to placement ratio (SO/P) is the metric that everyone wants to talk about. The first time sendout to placement ratio is the number of times you have a first time sendout in order to get a place-



ment. It is calculated by the total number of first time sendouts divided by the number of placements for a given time period. It is very typical for a new person starting in the recruiting business to have a 10:1 or higher first time SO/P ratio. A recruiter who is very experienced and /or does retained work may have a 3:1 SO/P ratio.

The SO/P ratio applies to 3 key areas in recruiting for insight into quality:

1. How good is the job order being worked on?
2. How good are the recruiter's matching skills?
3. How well were expectations set with the client?
(3 solid candidates only)

This ratio is a good indication of how efficient a recruiter is. The lower the SO/P ratio, typically the better they are at the recruiting profession. They know how to qualify a solid Job Order, they fully understand the requirements of the position and how to determine a fit and they set appropriate expectations with clients to eliminate excess work.

The SO/P ratio is also significant from a management perspective as it provides one area with ample room for improvement that can lead to an immediate impact in performance. By taking a good look at the job order and choosing to work on only those that are qualified and closest to money, there is a better chance of a placement as a result. By taking the time to do a thorough assessment of the client's needs and really understanding what they are looking for, will allow for a more proficient level of matching candidates to the skills needed. By setting expectations with clients up front, especially in the number of candidates that will be submitted, it will allow your efforts to be acknowledged and the process shortened.

New Marketing Presentations to Job Orders – (NMP/JO)

The marketing presentations to job order ratio (NMP/JO) tells us the efficiency at which we market. The ratio is calculated by determining the number of marketing



calls required to get a job order. The better we are at marketing presentations, the lower the ratio will be and thus the less calls that need to be made. This quality measurement is exceptional in determining just how good we really are in terms of marketing.

In today's world however, there are several factors that can dramatically affect this ratio. The methods used for marketing and getting a hold of people play a major role. It's a voicemail, email and text communication world today, so if your voicemail and emails are weak, there will be fewer call backs and fewer opportunities for giving presentations.



But as with most things, the more you do something, typically the better you get at it. To improve this ratio, start by talking to the right people and getting the right people on the phone. Second, use a strong insight statement for your market and a solid value proposition of why work with you opposed to any other alternative. Getting fantastic at handling objections is another good way of making sure you get the most out of your call. A good ratio for NMP/JO would be 5:1. An average ratio would be 10:1 and anything above 15:1 should cause a red flag. This indicates there is a skill set deficiency, a very bad marketing list, or worse yet, a market place that is no longer viable.

Managing by this metric must take into consideration the individual recruiter's efforts in having actual conversations. They must be diligent in using all tools and methods of communication to get to a live

person and they must be skilled in leaving interesting voicemails and emails to greatly increase the number of call backs received - all areas that can be improved by additional training and coaching. Paying attention to this ratio can also help to evaluate marketplace changes before it is too late.

Candidate Presentations/Quality Candidate – (CAP/QC)



Like the NMP/JO ratio is to marketing, the CAP/QC ratio is to recruiting. The CAP/QC ratio tells you how good you are at selling an opportunity. A QC (Quality Candidate) is a candidate that has the preliminary skills needed to submit in for an open job order.

As a QC, they have an interest in the opportunity, they match the skill sets as outlined and they are willing to make a job change. This ratio is critical to track and manage by because it really evaluates a person's true recruiting skill. On the other hand, this ratio can make skill set deficiencies painfully obvious.

Many who direct recruit and ask for referrals miss an opportunity to get 2 to 3 additional potential candidates from the call and thus limit themselves. Again, it's not about working harder, it's about working smarter and being resourceful. Many of us often forget this selling profession. We need to sell the sizzle of the opportunity and paint the picture of what life could be like by working with our clients.

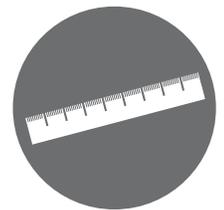
The good news is that improving the CAP/QC ratio can be done very quickly and is often just a matter of making a small change to include the following format in to the presentation:

The 4 goals of a recruiting call:

1. Get referrals first
2. Get them interested
3. Build life-long relationships by asking questions
4. Get their desired next step in their career or their dream job

This is something that I live by every day. By implementing this strategy, candidate flow can improve very quickly. Managing performance by this ratio would include taking a good look at planning to make sure call lists are solid, using all technologies to get a hold of candidates, going after referrals first, and role playing with recruiters to make sure they are really selling the opportunity and developing stronger relationships with potential candidates.

Job Order to Placement Ratio – (JO/PL)



The JO/PL ratio indicates the number of job orders that are needed to make a placement. Even in the retained world, there is not a 1:1 ratio. Most contingency firms run a 5:1 to 7:1 job order to placement ratio. Many retained firms run 2:1 to 3:1 ratios. In evaluating this ratio, lower is not always necessarily better. In contingency search, we don't always get the highest quality job orders; therefore if we spend time on the poor quality job orders, we simply waste our time. Since time is of the essence in the career of a recruiter, it is necessary to focus our time on the best work and get paid for our time. Keep in mind that retained work can have a negative impact on this ratio as well when it involves chasing purple squirrels. Sometimes the lure of money up front can cloud our judgment and lead to wasted time and undue frustrations.

Improving the JO/PL ratio is directly correlated to using a valid method of evaluating all job orders (such as the JO Matrix Form) prior to assigning valuable time and resources to them. This ratio can also be impacted by the marketplace that is being worked in by the individual and that has to be given weight based on the particular characteristics and hiring statistics of that industry.

Dollar per Placement – (\$/PL)



One of the most important metrics is the dollars per placement ratio. The \$/PL shares with us the average fees that are associated with the placements we make. It is necessary to evaluate several things when looking at the relevance of this ratio:

1. The level of the positions that are worked on
2. The fee pressure in the marketplace
3. The negotiating skills of the recruiter taking the job order

If increased revenue and recruiting income is desired, the easiest way to make this happen is to increase your \$ per placement. This can be done in two ways. One is to negotiate better fees up front and the second is to work on higher level positions. As an example, I have a recruiter in my office that has an average fee of 14K. He desperately wants to make over 200K. By analyzing his desk, the majority of work he has done has been with

plan. Not bad for asking a couple additional questions and talking to one level above his normal call pattern.

A recruiter or manager can make a significant impact to the bottom line very quickly by training himself or his team on better negotiation skills, getting involved in the fee negotiation process upfront and focusing on higher level positions.

Mapping Calls (EPOEJO) to Sendout Ratio – (MAP/SO)

Most recruiters have no idea what a mapping call or an EPOEJO call even is. This also means that most don't ever do it. A mapping call is the actual verbal presentation of a candidate either face to face or on the phone with a hiring manager before you send the resume over via email. (EPOEJO is just another name for it that stands for "Employer Presentation on an Existing Job Order"). It ranks in the top 10 in terms of importance in recruiting activity. By presenting the candidate instead of sending an email, it allows the recruiter the opportunity to outline why the candidate is a great fit for the position. Can your hiring manager get everything they need from looking at a resume? Absolutely not. A mapping call gives you the benefit of re-qualifying your job order as well as presenting the highlights of your candidates before they get shot down because they are missing a key word on the resume. Here is what a mapping call (EPOEJO call) sounds like:



"Mr. Hiring Manager, two things. I wanted to thank you for the opportunity to work on the VP of Sales search. The key thing you were looking for was xyz... (go over the job order that you took in depth), then ask. "Has anything changed since the last time we talked?"

If something changed, smile and take notes. You may need to go back and requalify your candidates to insure they have the most recent requirement that you just have been informed of. Don't be upset, the better you know your clients specs, the better you will be at your

CT	CALLS	CONV	CAP	CDG	NMP	JO	QC	MAP-E	SO	PLACD	\$ BILLED	\$ CASH IN
17.5	400	100	50	15	25	5	10	10	5	5	\$7,692	\$7,692

	Total	% Goal						
CT	12.1	60%	15.8	90%	13	74%	9.4	53%
# Calls	181	45%	223	55%	188	47%	98	24%
# Conv	22	22%	46	46%	25	25%	15	15%
Cap	18	36%	37	74%	18	36%	9	18%
CDG	5	33%	7	40%	5	33%	1	0%
NMP	1	4%	5	24%	6	24%	5	20%
JO	0	0%	1	20%	0	0%	1	20%
QC	7	70%	6	60%	1	10%	1	10%
Map-E	3	30%	3	30%	1	10%	1	10%
SO	5	100%	0	0%	1	20%	1	20%
PL	1	20%	1	20%	1	20%	1	20%
\$ Billed	\$12000	156%	\$20000	200%	\$13000	163%	\$25000	313%
\$ Cash In	\$0	0%	\$0	0%	\$0	0%	\$0	0%

placing sales representatives in his market. By putting an additional focus on VP of Sales and Regional Sales Manager positions, the fees have increased to over 20K per placement. Even with doing the same number of placements and increasing his \$/Placement by 43%, his income would increase 50% based on the current comp

profession. If nothing has changed, present your candidates as originally planned. Don't forget, this is a selling profession, so add a little sizzle.

"We spent the last 10 days, calling in to your key competitors and have a couple superstars that you may want to talk to right away, let me share some highlights of these candidates with you...."

With this ratio, the lower the number is the better. If you can get between a 1:1 to 2:1 ratio – you are on the top of your game. If the ratio is higher than that, it would be beneficial to take a look at matching skills and understanding client specifications better.

Time to Deliver (TTD) and Time to Fill (TTF)



The TTD and TTF metrics are becoming critical in recent times. A few years ago, a recruiting firm could take 2-3 weeks before delivering candidates. Now if it takes over a week on a contingency search to deliver candidates, chances are the position may no longer be available. The life of a job order in a contingency search is much like that of a loaf of bread. How long does it take for a loaf of bread to get moldy? A week, perhaps a bit shorter or longer based on conditions. Today the TTD for candidates on high quality job orders has to be a matter of a few days. To improve the TTD, a recruiter needs to focus on the flawless execution of the right processes for planning, research and recruiting. One of the biggest problems most recruiters have is they try to plan, research and recruit all at the same time. More often than not this method yields insufficient results. Planning and research has to be done during non-selling time hours, before 9am, lunch and after 4pm. This allows the recruiter to capitalize on a strong focus for selling activities and the most efficient use of time. The goal is to deliver 3-5 "A" players within 3-5 business days.

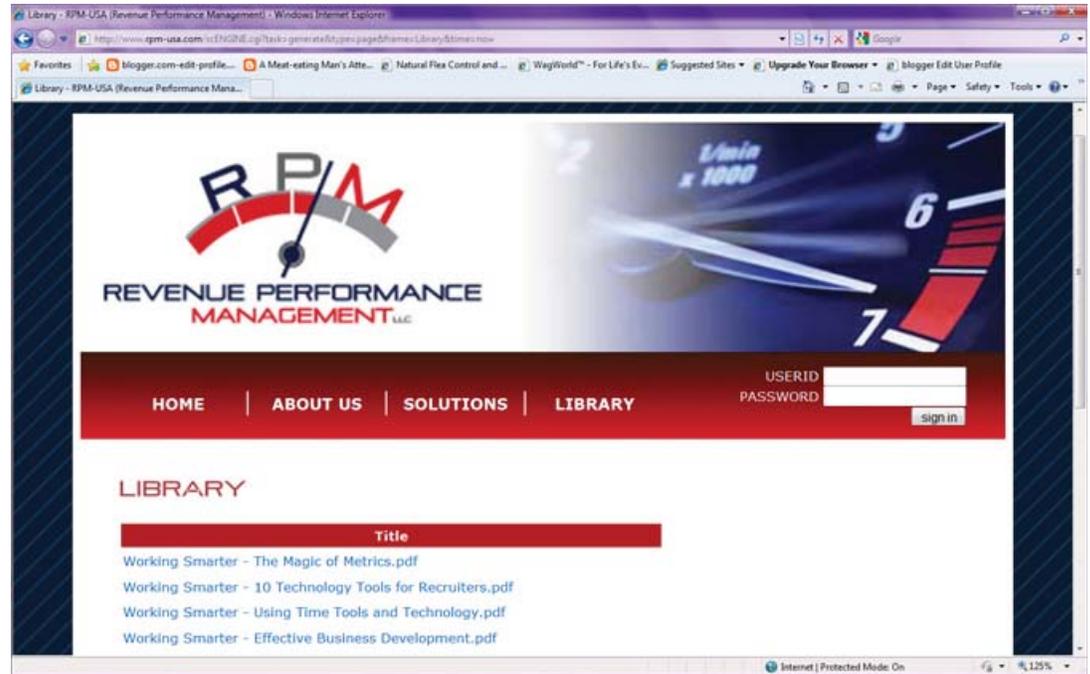
The Time to Fill metric (TTF) denotes the time it takes from when a job order is taken until the time it takes to have a candidate on board (to fill the

position). There are two deciding components involved in the TTF metric, these are the Time to Deliver (TTD) and the clients all inclusive hiring process. An efficient TTF metric should be from 3-5 weeks maximum. Any time the process takes longer than 4-5 weeks, we tend to lose candidates. Life happens fast, lives change and interest levels wane. To establish a strong TTF metric, an efficient TTD process must be in place coupled with a hiring process that makes sense. Clients are not experts at hiring, that is why they are relying on recruiters.

It is our professional responsibility to act as trusted advisors to our clients to share with them what is happening in the marketplace, and to educate them on what their hiring process has to look like in order to achieve the desired results and a successful search. A good way to put this in perspective quickly is to do a reverse timeframe for recruiting by asking when they want to have someone on board by. Then work backwards from the hire date, discussing the two week resignation, the offer letter, the interview process, and the time for recruiting to figure out a realistic time frame. If the process goes longer than 4 weeks, work with the client to revise the hiring process to make it a win-win for all parties involved.

In summary, recruiting is not an art – based on individual personalities, difficult to manage. It is rather a fine science that can be systematized to affect the desired outcome. For an office or a recruiter to ignore the immense potential that comes from having the ability to measure both quantity and quality metrics, is like a plane taking off without a flight plan. They may know where they want to go, but have no idea of what altitude, how long it will take, how much gas is needed or even what direction to go to get there. The result is often a crash landing. Having a metrics system in place is like a detailed GPS unit that gives precise directions. It is a way to improve performance immediately and provide a road map to success. By understanding the ratios, a recruiting leader can quickly make adjustments and recommendations that can have immediate impact on the performance of their team.

Understanding the important metrics and how they are directly tied to performance is only the first step for many recruiters and offices alike. The real challenge comes next in deciding how to track the cumulative data needed to determine the individual metrics and the ability to access the data in a simple format to be able to manage it by.



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