

## Human Capital Management: Source, Recruit, and Select

COST EFFECTIVENESS	FORMULA
Total cost of the process "recruit, source, and select employees" per \$1,000 revenue	66.0020c / (60.0050 * 0.001)
Total cost of the process "recruit, source, and select employees" per employee	66.0020c / 60.0120a
Total internal personnel cost of the process "recruit, source, and select employees" per \$1,000 revenue	66.0030a / (60.0050 * 0.001)
Total cost of the process "recruit, source, and select employees" per new hire	66.0020c / 66.0100d
Total internal systems cost of the process group "recruit, source, and select employees" per \$1,000 revenue	66.0030b / (60.0050 * 0.001)
Annual personnel cost of the process group "recruit, source, and select employees" as a percentage of total annual process group cost	(66.0030a / 66.0020c) * 100
Annual systems cost of the process group "recruit, source, and select employees" as a percentage of total process group cost	(66.0030b / 66.0020c) * 100
Annual overhead cost of the process group "recruit, source, and select employees" as a percentage of total annual process group cost	(66.0030c / 66.0020c) * 100
Annual other cost of the process group "recruit, source, and select employees" as a percentage of total annual process group cost	(66.0030d / 66.0020c) * 100
Outsourced cost of the process group "recruit, source, and select employees" as a percentage of total annual process group cost	(66.0020b / 66.0020c) * 100
Total internal personnel cost of the process group "recruit, source, and select employees" per employee	66.0030a / 60.0120a
Total internal personnel cost of the process group "recruit, source, and select employees" per new hire	66.0030a / 66.0100d
CYCLE TIME	FORMULA
Cycle time in days from identifying the need to hire a new employee to approval of the job requisition	66.0140a
Cycle time in days from approval of job requisition to acceptance of job offer	66.0140b
Cycle time in days from job acceptance until new hire begins in the agreed position	66.0140c
Average response time in hours for routine "recruit, source, and select employees" inquiries	66.0300
Average response time in hours for non-routine "recruit, source, and select employees" inquiries	66.0310
PROCESS EFFICIENCY	FORMULA
Number of FTEs for the process "recruit, source, and select employees" per \$1 billion revenue	66.0010d / (60.0050 * 0.000000001)
Job offer acceptance rate for senior management/executives	66.0120a
Job offer acceptance rate for middle management/specialists	66.0120b
Job offer acceptance rate for operational workers/office staff	66.0120c
Percentage of senior management / executive new hire retention after 12 months	66.0170
Percentage of middle management / specialist new hire retention after 12 months	66.0180
Percentage of operational worker / office staff new hire retention after 12 months	66.0190
Percentage of all new hires that originated from employee referrals	66.0230
New hire satisfaction rate with the recruiting process	66.0225
Percentage of senior management/executive positions filled by internal promotion (rather than external recruitment)	66.0130a
Percentage of middle management/specialist positions filled by internal promotion (rather than external recruitment)	66.0130b
Percentage of operational workers/office staff positions filled by internal promotion (rather than external recruitment)	66.0130c
STAFF PRODUCTIVITY	FORMULA
Number of employees per "recruit, source, and select employees" FTE	60.0120a / 66.0010d
Number of new hires per "recruit, source, and select employees" FTE	66.0100d / 66.0010d

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SUPPLEMENTAL INFORMATION	FORMULA
Number of new employees annually as a percentage of average headcount	$(66.0100d / 60.0120a) * 100$
Number of new hires for senior management/executives as a percentage of total new hires	$(66.0100a / 66.0100d) * 100$
Number of new hires for middle management/specialists as a percentage of total new hires	$(66.0100b / 66.0100d) * 100$
Number of new hires for operational workers/office staff as a percentage of total new hires	$(66.0100c / 66.0100d) * 100$
Number of routine "recruit, source, and select employees" inquiries per employee	66.0240 / 60.0120a
Number of non-routine "recruit, source, and select employees" inquiries per employee	66.0250 / 60.0120a
Percentage of "recruit, source, and select employees" inquiries received via e-mail	66.0260
Percentage of "recruit, source, and select employees" inquiries received via phone	66.0270
Percentage of "recruit, source, and select employees" inquiries received via face-to-face	66.0280
Percentage of "recruit, source, and select employees" inquiries received via channels other than e-mail, phone and face-to-face	66.0290
Percentage of "recruit, source, and select employees" inquiries received that are routine	$(66.0240 / (66.0240 + 66.0250)) * 100$
Percentage of "recruit, source, and select employees" inquiries received that are non-routine	$(66.0250 / (66.0240 + 66.0250)) * 100$

### Benefits of OSBC Benchmarking Participation

- As an open standard, the benchmarking and reporting are provided at no cost to your organization through APQC. Each benchmarking questionnaire is based on the data required to assess the metrics in each area.
- You will receive a detailed table comparing your responses with those of your peers. In essence, you'll get a row-by-row comparison of your responses versus those of your peers. The data charts will feature your answers as well as indicate the high, median and low performance ranges.
- In addition, for each metric area covered you will receive insights into the key drivers of high performance that you can use to take action within your own organization.
- Past participants have used the OSBC research reports to set baselines for process improvement projects, to build a business case for new initiatives, to prioritize high-impact opportunities, and even to validate success or return on investment from efforts.

Formulas listed on this sheet refer to question numbers present in the online versions of the survey. For more information, visit [www.apqc.org/osbc](http://www.apqc.org/osbc)

### Ready to benchmark your processes?

Visit [www.apqc.org/osbc](http://www.apqc.org/osbc). For help getting started, please contact APQC by phone at (800) 776-9676 or outside the United States at +1(713) 681-4020, or via e-mail at [apqcinfo@apqc.org](mailto:apqcinfo@apqc.org)