Best Practices for Recruitment One Stop

By

Robert Reeve, Partner, PWC Consulting

Robert.e.reeve@us.pwcglobal.com, 703-322-5787

Ida Engelman, Principal Consultant PWC Consulting

Ida.m.engelman@us.pwcglobal.com, 703-741-2023

May 17, 2002

I. Background

In 2001, President George W. Bush announced *The President's Management Agenda*, a strategy for improving the management and performance of the Federal Government. Expanding electronic government is a key focus of the *Agenda*. One identified initiative addresses the government's strategic management of human capital and calls for streamlining Federal hiring and recruiting practices.

In response to the *Agenda,* the Federal Chief Information Officers (CIO) Council established a Best Practice Committee to focus on the identified initiatives. The committee established teams comprising industry experts working with government representatives to identify industry best practices relating to information technology (IT) solutions needed to accomplish the President's initiatives. A team led by the Office of Personnel Management (OPM) was established to address the Recruitment One Stop initiative.

Recruiting is of critical import to the Federal Government. As detailed in *The President's Management Agenda* and a number of General Accounting Office (GAO) publications, the Federal Government finds itself facing a shrinking workforce, skills mismatches, and the potential for up to 70 percent of the existing workforce retiring by 2010. To avoid major human capital problems, the Federal Government must be able to successfully source, recruit, and hire in a timely manner those workers with the appropriate skills to accomplish organizational missions. Existing recruitment methods and technologies are labor-intensive for both applicant and agency staff. They do little to help, and much to hinder, the government in competing successfully with the private sector for qualified staff. The Recruitment One Stop effort focuses on implementing recruitment best practices and technology enabling the recruitment process. The OPM team has efforts underway to collect public sector practices and asked industry to concentrate on private sector best practices.

The vision for Recruitment One Stop is to provide seamless, one-stop recruiting for all Federal jobs. The goals are to implement a single application point for Federal job seekers, to include vacancy information and basic job application submission, application status-tracking capability, baseline employment eligibility screening, applicant database mining, and seamless movement of job seekers to agency automated assessment tools. The intended result of applying best practices and using technology to facilitate the recruitment process is to position the government as the employer of choice. OPM intends to provide job seekers one place to find and apply for positions across the government and improve the efficiency and timeliness of Federal recruitment.

A. Issues, Challenges, and Critical Success Factors

The Federal Government is challenged with the need to deploy staff with appropriate competencies to achieve organizational missions. At the start of this Administration, the Federal civilian payroll was at its lowest level since 1950. Mission changes and the rapid expansion of technology have left many employees without the necessary skills to do their jobs. Finally, an aging workforce, 70 percent of whom will be eligible to retire between now and 2010, intensifies the requirement to regenerate and rejuvenate the Federal workforce.

Agencies must conduct comprehensive workforce analyses to determine the types, numbers, and required competencies of those positions needed to accomplish mission objectives. Once these positions have been identified, agencies must conduct a gap analysis to determine which positions can be filled from within and which will require recruitment, either immediate or future. Through these efforts, agencies will be better able to identify the positions that must be filled and will have the capacity to plan for future recruitment and hiring needs. In order to remain viable, much less to achieve the objective of becoming an employer of choice, the government must implement recruitment practices that are swift and user-friendly. The recruitment process must overcome the specific shortfalls identified by Federal hiring managers from across the government. Particular issues identified include the length of time it takes to

process applications, the lack of information candidates receive on the status of their applications, and the cumbersome nature of the application process.

The Federal recruiting process faces these specific challenges.

1. Candidates must apply to multiple individual agency positions, rather than having the ability to apply one time for like positions.

2. It takes too long to process applications.

3. Candidates cannot track the status of their applications, and good candidates often accept nongovernmental positions rather than endure the lengthy recruitment and hiring process.

4. The government's recruitment and assessment processes are typically manual.

5. There is a need for web-based testing tools for prescreening applicants.

6. There are different needs for executive and midlevel recruiting, but the government's processes for both are substantially the same.

7. Process metrics are either not used or are not result oriented.

8. There are at least as many brands as agencies.

Implementing a solution that overcomes the challenges will improve the delivery of recruitment services to the public and result in a better skilled, highly motivated workforce with the competencies needed to accomplish organizational missions.

We have identified four Critical Success Factors for this initiative.

1. Agency acceptance and participation in the initiative.

2. The ability to reduce the time to hire.

3. The establishment of an applicant source that benefits both applicants and hiring managers.

4. Performance metrics to measure and improve performance.

Adopting or adapting the industry best practices described in this paper will help the government to meet the challenges, provided that the Critical Success Factors are achieved as well.

B.   Best Practices Found

The goal of Recruitment One Stop is to improve Federal recruitment and position the government as the employer of choice. A successful recruiting program requires development of a recruiting strategy and its associated processes, use of technology wherever possible to reduce cycle times and improve customer service, and exploration of all sourcing strategies.

Best-in-class organizations spend a great deal of up-front time and effort defining and developing their recruiting strategies and vision. These organizations identify desired characteristics and develop target employee and workforce profiles, which are used as the basis of job requirements. Competencies, knowledge, skills, and abilities are identified and used for assessment guidelines. The assessment guidelines provide an objective method for reviewing and rating candidates. Organizations serious about recruitment identify and measure the most important activities in the recruiting process. This enables the organizations to identify and address areas of improvement.

The Internet and other automated tools have drastically changed the recruitment environment in a very short time. Online job boards, resume banks, and industry-specific sites are overtaking traditional vehicles

such as newspapers as the best way to advertise positions and gain access to candidates. Automated assessment tools have become more popular and more sophisticated with each generation of this technology. The primary objectives of these systems are to increase the flow of qualified applicants, capture those applicants in the shortest time period possible, and do it for a lower cost than traditional methods.

Related to the increased use and popularity of the Internet (but also a separate best practice) is the use of multiple sourcing strategies, which may include traditional methods such as headhunters, recruitment agencies, or print media. In addition to these methods, best-in-class organizations have programs for internship or student co-op programs, dedicated college recruitment, and employee referral programs. Referrals made by employees, friends, and other associates continue to be one of the most successful recruiting techniques, generating fast and high-quality hires. Because employee referral programs are one of the most cost-effective sourcing methods, best-in-class organizations establish the message: "Recruiting is everyone's job."

II.   Best Practice Findings

A.   Best Practice Findings to Meet the Challenges

Challenge 1 – Candidates must apply for multiple individual agency positions, rather than having the ability to apply one time for like positions.

Currently, there are several ways for job seekers to find Federal Government job openings. Candidates may review government-wide sites such as USA Jobs and EZHire or go to agency-specific web sites or job postings. The government-wide sites provide search capabilities and list all Federal job openings, with the exception of internal merit promotions; however, these sites act only as job boards. Once a candidate selects a position, he or she must apply to the specific agency, creating a multi-step process for job seekers. To complicate matters, agencies have different job application processes, and sometimes this process varies within an agency.

The application process is hindered by the nature of the job descriptions used in the vacancy announcement. The Federal announcement is likely to spend less time addressing the requirements of the specific opportunity and more time addressing general qualifications and factors affecting selection. A typical Federal job description may be several pages long and provide information in a dry, formal tone.

This review of best practices focused on the job-listing, job-search, and application-receipt activities that initiate the hiring process. Improving the current application process requires the implementation of multiple best practices, specifically the use of technology to streamline the process and the development of clear job descriptions.

Best Practice – Use technology to streamline the application process

In its infancy, job recruitment on the Internet consisted of job boards where organizations could post openings. These boards received heavy traffic from job seekers. Best-in-breed organizations saw an opportunity to move the entire recruitment process to the Internet, which enabled applicants to search and apply for positions at the same web site. These organizations recognized that the Internet provides applicants with greater flexibility and more choices. Also, they knew that unpleasant or difficult experiences during job application might lead candidates to look elsewhere for employment. Because of this, best-in-class organizations are constantly streamlining their online application process and making it more user-friendly. General Electric Corporation and Hewlett-Packard provide search engines on their corporate web sites that enable applicants to enter search criteria and receive a list of relevant openings.

These openings may be in any of these organizations' subsidiaries, yet job seekers can apply for all of them at the corporate site.

Best Practice – Market the organization and position through job descriptions

Having an easy-to-use job application process that can be accessed through the Internet does an organization little good if candidates do not find the openings or the organization attractive. From the outset, job-listing services on the Internet recognized that they were in a "competition for eyeballs." Casting the net, or advertising, was efficiently and effectively achieved through the Internet on the earliest job boards. Employers paid premiums for placing their positions and organizations at the top of search list results that provided links to additional information.

Job descriptions give overviews of the openings and provide job seekers context for evaluating job opportunities. Links may be provided to learn more about the company, the location of the job, or even a description of the project the job supports. A policy change to improve the tone of job descriptions is being rolled out in summer 2002 by OPM. With the implementation of a single entry point for job seekers, the Recruitment One Stop can use links effectively to describe the context of specific job opportunities and connect to the values that have often distinguished Federal job applicants and workers.

Case Examples

- The U. S. Geological Survey (USGS) increased the number of applicants it receives by 400 percent by employing an application service provider (ASP). USGS also reduced the job certification processing time from a high of 63 days to an average of 4 days.
- Using an online recruitment application, the Internal Revenue Service processed 8,600 job applicants in one weekend and generated job certifications for 73 office locations.

Challenge 2 – It takes too long to process applications.

Challenge 3 – Candidates cannot track the status of their applications, and good candidates often accept nongovernmental positions rather than endure the lengthy recruitment and hiring process.

These two challenges, though identified separately, are closely linked in the recruitment experience. Frequently, both job seekers and hiring managers complain about the "black-hole effect" caused by the long time required to process applications. A candidate may apply for a job and weeks to months pass without a status update. In addition, it can take more than six months to fill a position. By this time, qualified applicants have frequently accepted other jobs.

Hiring managers are frustrated about losing qualified candidates because of application process delays and poor communication of application status. Hiring managers in many agencies suffer from the same lack of information throughout the application process, as do the candidates. Once they inform their human resource department of the need to fill a position and the position has been posted, hiring mangers have no way to track where the vacancy sits in the recruitment process.

Best Practices – Use technology to streamline the recruitment process and improve communications

The Federal Government has requirements and constraints that differ from private-sector organizations; however, many of the factors that lead to long delays in processing an application are related to administrative tasks rather than regulations and legislative constraints. The Internet and automated recruitment applications significantly reduce the processing time for recruitment activities. Web-based

interfaces make it easier to submit job applications and schedule interviews. Also, the Internet enables organizations to reach a wider audience.

Automated recruitment tools also collect and maintain candidate information and make it easily accessible. This enables improvements in communication to both the candidate and the hiring manager. Timely communication on the status of an application improves the job seeker's image of the Federal Government.

Best Practice – Reduce the number of people who touch the proces.

The adage "Too many cooks in the kitchen" is very applicable to the standard Federal recruitment process. The traditional Federal recruitment process has many distinct processes and can include as many as 50 individual steps. Automating the recruitment process makes it possible to involve fewer people in it. For example, the U.S. Department of Veterans Affairs employs a recruiting software package that devolves recruiting responsibilities to the managers who need staff. Finally, reducing the number of people involved in the recruitment process causes a marked reduction in application processing times.

Case Example

- The Bellagio Resort built a custom application to handle its recruitment process. The resort needed to hire 9,600 people for the opening of the casino. The entire process was conducted online, and department managers were fully involved in the process and responsible for the hiring decisions. The application and associated processes enabled the Bellagio to screen 84,000 applicants, interview 27,000 finalists, and process 9,600 hires in 24 weeks. By creating a paperless process and removing redundant steps and participants, the recruitment system saved the Bellagio $1.9 million.

Challenge 4 – The government's recruitment and assessment processes are typically manual.

Challenge 5 – There is a need for web-based testing tools for prescreening applicants.

Challenges 4 and 5 are closely related. Candidate assessment tools and web-based prescreening tools can significantly reduce processing time. The benefits of these tools are not fully realized, however, if the recruitment process is not automated from start to finish. For example, a resume search tool is only effective if there is an electronic version of the resume. A paper-based application process requires that agencies must scan resumes in order to benefit from an automated candidate selection tool. In addition, there is no common standard for assessment across the government: some agencies use automated assessment tools while others rely on the traditional paper-based panel review process.

Best Practice – Automate the selection process across the Federal Government

Best-in-class organizations are employing a myriad of recruiting and selection software packages and service providers to obtain qualified candidates. The primary objectives of such systems are to increase the flow of qualified applicants, capture those applicants in the shortest period of time possible, and do this at lower cost than traditional methods. Once information is captured, candidates can be screened through an automated assessment tool.

Best-in-class organizations have automated the selection process in a variety of ways. For example, Bayer Pharmaceuticals uses recruiting and selection software to conduct robust resume searches to identify

qualified job candidates. Assessment methods that may be used include questionnaires, written exams, oral exams, resume screens, skills inventories, and preemployment drug tests.

To gain the maximum benefit from the automated or web-based assessment tools, the recruitment process must be automated throughout. This entails the electronic capture of applicant information through electronic resumes, online questionnaires or applications, or a combination of both.

Case Examples

- KPMG employs a Recruitment Management System that allows it to prescreen potential candidates and determine the "best fit" candidate for the job. The company says that the system paid for itself by eliminating the time partners and managers were spending on initial applicant screening.
- Even in the late 1990s, organizations were seeing the benefits of automated assessment systems. Nike used computer-assisted interviewing to staff a store in Las Vegas. The company used interactive voice response (IVR) technology to make the initial cut. The second review used computer-assisted interviewing to identify individuals with sales experience and a love of sports. The technology helped Nike staff up quickly and reduce turnover by 21 percent over 2 years for the retail division.
- PermIT, a technical staffing firm, uses online skills testing as one dimension of the interview process. Using technology when interviewing candidates nationwide has saved the company time and reduced administrative hassle at a relatively low cost.

Challenge 6 – There are different needs for executive and midlevel recruiting, but the government's processes for both are substantially the same.

While there are some differences between the executive recruitment process and midlevel recruitment, the basic process is very similar. Executive jobs are posted on the Internet through USA Jobs, and while some agencies employee resume capture services, others still rely on the traditional paper-based methods. Executive recruitment has additional or different needs than traditional Federal recruitment.

Best Practice – Fully utilize sourcing options, especially executive search firms

The private sector relies on executive search firms as a primary recruitment strategy. Often, the search firm operates a relatively open Internet strategy to capture resumes. These firms may admit job seekers that respond with appropriate answers to questions regarding occupational title, level of compensation, number of staff managed or supervised, and role within a company. These services may attract applicants with the following value-added services.

- Management style testing
- Compensation evaluation
- Job preferences screening.

In turn, the executive recruitment firm may use these value-added services to screen resumes against specific recruitment requirements. Increasingly, executive recruitment firms are relying on third-party contractors to capture a resume database.

Leading examples of Internet services operated by major executive recruitment services include the executive service of MonsterBoard, a TMP Worldwide service, (http://my.chief.monster.com/login.asp?redirect=%2Findex%2Easp), and two services provided by

Korn/Ferry (http://www.ekornferry.com/Login.asp) and FutureStep
(http://www.futurestep.com/cndt12/sign_in/welcome.asp).

Case Example

- In January 2002, the U.S. Department of Transportation contracted with Korn/Ferry for recruitment and screening services for the position of Federal Security Director at each of the nation's top 81 airports. Candidates apply at *www.dot-tsa.com*. Korn/Ferry then provides the government a list of candidates for each airport.

Challenge 7 – Process metrics are either not used or are not results-oriented.

Recruiting activities must include a measurement system to gauge their success if they are to achieve sustainable competitive advantage and be key drivers of value creation. To quote a well-known adage, "What gets measured, gets done." In the New Economy, human capital is the foundation of value creation, and effective organizations must measure human resource strategies. Government hiring managers have identified the lack of metrics as a key failing of the Federal recruitment effort. Even the agencies that measure hiring and recruitment results have not yet gained the full benefit of their metrics.

Best Practice – Identify and employ best practice metrics

Human resource practices are some of the least prone to measurement and least susceptible to management. Correspondingly, recruitment efforts and results are at times difficult to measure. To develop recruitment metrics, an organization needs to identify the necessary data (or lack thereof) and begin to collect it. Once an organization recognizes what data is needed, it can begin to develop processes for gathering that information. The information required to make such decisions should fulfill the following characteristics.

- Data you need
- Data you can comprehend
- Data you can trust
- Data you can easily access
- Data you can use and manipulate
- Data that is readily available or timely
- Data you can easily find.

The data to be gathered should be relevant to the organization. As the metrics are being developed, they should be reviewed by hiring managers to assess their importance to the organization. Depending on the business improvements that an organization is undertaking, the metrics can vary. If there is a big backlog of applicants and a failure to close quickly enough on qualified applicants, an appropriate measure to focus on would be reduced time to hire. The metrics would be different if the goal is to improve the applicant quality, reduce cost to hire, improve the diversity profile, measure the value of recruitment incentives, improve retention, etc.   Best Practices organizations monitor at a minimum metrics on: Accession rate, New hire rates, Replacement rate, Cost per hire, Time to fill, Offer acceptance rate and Turnover rate.

The Saratoga Institute is a global leader in human capital management. It offers a unique, comprehensive approach to maximizing the talents of a company's people resources. Using Saratoga Institute's approach, organizations can track and benchmark the cost of recruiting, hiring, employee turnover, and—most important—the return on investments in human capital. Saratoga's metrics focus on every aspect of

human resource operations. The staffing benchmark metrics developed by Saratoga over the past 25 years offer a means to identify the human resource metrics that are important to the Recruitment One Stop initiative. An example of the Saratoga Institute's metrics is included in Appendix C. An important area for further study is around metrics to capture success rates, post-hiring interviews with employees and their managers to determine whether new hires are successful in meeting job requirements

Case Example

- Lincoln Financial Group's staffing department has been using metrics to track its staffing costs. The value of the metrics currently in place has prompted the department to roll out more measures that take a closer look at both quality of hires and customer satisfaction in order to maintain and improve the retention rate of top performers.

Challenge 8 – There are at least as many brands as agencies.

Marketing is a key component of recruitment. The private sector spends a great deal on marketing to attract candidates. While individual Federal agencies have engaged in branding strategies, there is no single brand or marketing strategy across the Federal Government.

Best Practice – Develop and employ a unified branding strategy across the Federal Government

Best-in-breed organizations employ a variety of marketing and advertising tools to attract candidates. To compete for candidates, the Federal Government needs to communicate a message that highlights the opportunities, benefits, and exciting environment associated with public-sector employment. This requires a two-part effort, the first of which is to develop a message to entice candidates. A prime example of this is the Army motto, "An Army of One." The branding strategy can use catch phrases to market the Federal Government and its employment opportunities. The branding strategy should also highlight the opportunities and values that often distinguish Federal job applicants and workers.

After creating a message or brand, best-in-breed organizations identify the best ways to disseminate it. By themselves, traditional methods of advertising jobs, such as through newspapers or magazines alone, are proving less effective than in the past. Forward-thinking organizations frequently employ a host of job-marketing vehicles or channels to broadcast this message.

- Internet (e.g., job boards, web sites)
- Job fairs (e.g., school, community, trade, minority groups)
- Conferences
- Radio
- Television
- Billboards and signs on highways, and signs in buses, subway cars, and other public places
- Print media (e.g., newspapers, magazines).

The best and most qualified candidates are frequently passive job seekers. Potential employers have to do most of the work of identifying and developing relationships with these passive job searchers. Communicating a strong brand or message through many channels helps to build that relationship.

Case Example

- Nike applies its branding message, "Just Do It," to the workplace. Nike core values include authenticity, commitment, innovation, and teamwork. People who are enthusiastic and passionate about goals and ideals are Nike's targets for recruitment. The company, through its employment brand, seeks and appeals to a workforce that is aggressive, focused, competitive, and fun loving.

B.   Critical Success Factors and Emerging Technology Opportunities

In order to achieve the stated goal of the Recruitment One Stop initiative "to implement a single application point for Federal job seekers," several Critical Success Factors (CSFs) must be satisfied. In addition, the government must embrace emerging recruitment technology.

CSF 1 – Agency acceptance and participation in the initiative

Successful implementation of Recruitment One Stop requires the full cooperation of the individual agencies. It is important that agencies understand that this initiative is intended to provide a tool to support decentralized recruitment and in no way represents a move by OPM to regain its role in agency-specific recruitment. Many agencies have used delegated examining for years and have invested considerable time and money in the development of recruitment programs. A smaller subset of the agencies have either implemented automated recruitment applications or contracted for these services, either from an ASP or from OPM itself.

Lessons learned by agencies with recruitment programs that take advantage of technology should be sought, and representatives from those agencies invited to participate in Recruitment One Stop program development. Investigation of best practices of federal agencies was not the focus of this study, but many agencies have innovative programs that are ancillary to recruitment, such as workforce analysis and succession planning, student employment programs, and targeted sourcing for recruitment. Agencies should be invited to share their lessons learned and best practices. Involving as many agencies as possible has two benefits. First, this leverages the considerable work done to date and the experience gained by the agencies. Second, it builds support for the initiative from its intended users.

CSF 2 – Standardization and the ability to reduce the time to hire

Recruitment One Stop must be able to produce a net decrease in the time to hire. A major concern of both applicants and hiring managers is the extended period of time between the application and the job offer and acceptance. Implementation of a standardized **recruitment** site and process does not guarantee this result. In order for an applicant to file one application for similar jobs across the government (e.g., Accountant), there needs to be some standardization of **requirements**. Without such standardization, it is difficult, if not impossible, for an applicant to submit an application that complies with the requirements of multiple agencies. The end result, once the application is transferred to the agency's control, may be a disqualification of the applicant or a request for additional information.

Another issue connected to the ability to reduce the time to hire relates to the assessment of the individual applications. While some agencies have automated rating systems, most continue to rate and rank candidates manually. It takes a great deal of time to review the application for basic eligibility, assess against the ranking factors, and issue paper Certificates of Eligibles, with accompanying application packages. Depending on the number of applicants for a specific vacancy announcement, this part of the process could take weeks or months if it is to fill multiple positions (e.g., law enforcement positions). The subsequent interview and selection process adds more time and lessens the chances that the most desirable candidates are still available for hire.

To be successful, OPM must assist agencies not only by providing a technology solution but also by helping them implement existing recruitment and hiring flexibilities, of which most agencies fail to avail themselves.

CSF 3 – The establishment of an applicant source that benefits both applicants and hiring managers

Job candidates and hiring managers alike are frustrated and dissatisfied with the existing recruitment and selection systems. Applicants must file multiple applications for similar positions, and hiring managers must announce individual jobs only as a position becomes available. A successful solution allows job seekers to file one application and allows officials to select from among high-quality candidates for both actual and anticipated vacancies.

CSF 4 – Performance metrics to measure and improve performance

OPM needs to establish performance objectives and metrics with which to measure the success of Recruitment One Stop. For example, if the goal is to attract and convert an increased percentage of college graduates to Federal hires within a given time period, OPM must identify the baseline, establish a goal, and measure goal attainment. Usually, such a metric is quantitative and easily collected. Alternatively, OPM may seek qualitative feedback through an applicant survey included in the recruitment process or a new hire survey for those who receive and accept appointments. Whatever the measure, the results can be used for continuous improvement.

Emerging Technologies

Technology has considerable potential to improve applicant intake and assessment. There are many ways of electronic applicant intake and processing, from simple e-mail attachments to sophisticated applicant-ranking systems that can generate a list of highly qualified candidates within minutes. Many organizations, both inside and external to the Federal Government, use technology to support recruitment programs. For example, 58.5 percent of public-sector organizations report that they accept electronic application materials. Accepting the applications electronically is the first step. Applying technology to the assessment stage and using technology to move the application through the entire recruitment and selection process produces considerable time savings and improves the quality of the process.

Many proprietary software solutions exist to support the recruitment process. Some merely support the acceptance of applications, while others are capable of assessing candidates against pre-established criteria. Table 1 contains a sampling of the software products that are currently available to automate the recruitment process. In addition to the products and services shown in Table 1, at least three commercial applications are in use in the Federal marketplace. These include Resumix, which has been adapted for the public sector, and the services of QuickHire™ and Avue Technologies, both of which were developed for public-sector clients. QuickHire and Avue are ASPs, and both offer products that support Federal classification and recruitment. OPM also offers its own recruitment solution, USA Careers, which accepts and assesses applicants for specific vacancies.

III.   Conclusions

The Recruitment One Stop envisions a single application point for Federal job seekers that

- Includes vacancy information and basic job application submission capability
- Application status-tracking capability and baseline employment eligibility screening

- Applicant database mining
- Seamless movement of job seekers to agency automated assessment tools.

Achieving this vision will be easier if the Federal Government takes advantage of the best practices of both the private and public sectors. Technology-enabled recruitment can deliver both timesavings and improved results.

Simply using technology to automate the process alone is not sufficient to position the Federal Government as the employer of choice. Success will be influenced by the extent to which individual agencies participate in and help develop both government-wide and individual solutions. Creating friendlier, more concise job descriptions and vacancy announcements, developing a branding strategy, and streamlining the recruitment process to improve responsiveness and timeliness will improve chances for the success of the Recruitment One Stop initiative.

Name of Product	Web	Phone IVR	Phone Voice Rec	WEB Report	Searchable DB	Contact History	Customized	EOE Data	Scheduling	Appmt Remind	Applicant Feedback
NextJobNow	x	x	x	x	x	x	x	x	x	x	x
ERC Data Plus	SelecTech Online	SelecTech Hotline		x	x		x	x	x	x	x
Simpatix/HireTrack	x	None		x	x	x	x	x	x		x
RecruitSoft	Recruiter WebTop	None									
Wonderlic	WebApp	PhonApp		x	x			x			
KnowledgePoint/Advantage Hiring	NetInterview	None			x	x	x				
PeopleClick	PeopleClick Vision	None									
Outtask/PeopleTask/Openhire	Peopletask Suite/Openhire	None		x	x		x	x			
Avert	None	Avert Select			x		x	x			
E-cruiter.com Inc.	E-Cruiter 3.0	None		x	x	x	x		x		x
Hire.com	E-Recruiter	None		x	x	x	x				
Brass Ring Systems	Uses Avert Select			x	x	x	x	x			x
Recruiting Solutions Intl	eAssessment	None		x	x		x				
Burning Glass	LensMatch										
Kenexa	Recruiter and Selector	PeopleQuest		x	x	x	x	x	x	x	x
HR Services Inc	AppOne	DialApp		x	x	x	x	x	x	x	x
RecruitAd/Vision2Hire	x	None		x	x						
Reid London House	JobsNow	JobsNow									
Best HR Services	ABRA Recruiting Solution										
HireCheck/HireApp	new product - no info	new product									
Greentree	Applicant Tracking	None 13		x	x	x	x	x			

A. Recommendations

For the Recruitment One Stop initiative to go forward, to benefit both applicants and hiring managers, the Federal Government must take the following steps.

1. Actively involve representatives from Executive Departments and independent agencies in policy and program development.
2. Provide best practice models and process maps for streamlining the recruitment and selection process. Encourage individual agencies to adopt/adapt these models and processes to improve timeliness and increase responsiveness.
3. Study the successful use of automated recruitment solutions within the Federal market and determine the extent to which one or more solutions can be leveraged to support Recruitment One Stop.
4. Develop a branding strategy to position the Federal Government as a single employer that offers diverse opportunities.
5. Develop performance metrics to measure program success.

B. Areas for Additional Study

Applicant intake is only one part of the recruitment process. To be successful, employers must clearly understand both the types and number of positions and related competencies required to accomplish organizational missions. Having identified the required workforce and compared the current staff with it, an agency can seek applicants to fill its new and recurring needs. The chances of success will improve if an agency has a comprehensive program that starts with identifying applicant sources and ends with the entrance on duty.

Other areas for study that would support the initial Recruitment One Stop effort include development of competency-based position descriptions and recruitment materials, a focus on applicant sourcing strategies, establishment of applicant supply files, implementation of one or more applicant assessment tools, expansion of student employment and candidate development programs, review of security clearance and other pre-employment processes to identify opportunities for streamlining, and exploration of the use of technology to support entrance-on-duty processes for new employees. There would also be value in a specific technology review that would leverage the work done in putting together Table 1.

IV. Appendices

A. Team Members and Methodology

Team Members (By Organization)

Government Representatives
Karen Leyden, OPM
Joe Colantuoni, USDA

PricewaterhouseCoopers
Robert Reeve
Ida Engelman
Kerry Blankenship

SAS
Laurie Madesian
Blanche Shelton

AMS
Jeffery Ackerman
Richard Hardin

Best Practice Methodology

The Best Practices Team for Recruitment One Stop had two meetings at the outset to establish the basis for study. The team met initially with IAC representatives to establish timeframes, and then met with the Government sponsors to understand the scope of the Recruitment One Stop initiative and establish the areas where our team could be of value. Based on these first two meetings we identified the areas for study and established assignments:

- Automated assessment tools - Appriss
- Metrics in general: time to hire, cost per hire, etc. - SAS
- Large, commercial organization practices - PwC (AMS provide examples as well)
- Information on candidate assessment tools - Appriss
- Change management best practices in implementing change of this nature, stakeholder acceptance - PwC
- Knowledge Management Links to associations etc. - AMS
- Web based testing tools - SAS
- Executive vs. Mid level differences in practices – AMS

Each participating company combined their own vast experience with additional research to provide case examples and glean best practices. Experts within the contributing firms provided input to the best practices team member who synthesized the information and provided it to PwC. PwC Consulting summarized the best practices and drafted the white paper. The paper was then circulated to all participants and the Government sponsors for additional comments.

B. Best Practice Information Sources

Society of Human Resources White Papers

Steven A. Stebbins, Senior Professional in Human Resources (SPHR), *Planning to Win the War for Talent,* October 2000.

Lara Hertz, SPHR, *Recruiting Done Cheap!,* April 2001.

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C.   Saratoga Group Metrics

2001 METRIC NAME	2001 METRIC FORMULA	2001 METRIC DEFINITION
Staffing		
Accession Rate - Total	Total Hires / Regular Employee Headcount	All hires as a percentage of regular employee headcount.
Accession Rate - Exempt	Exempt Hires / Exempt Regular Headcount	All exempt hires as a percentage of exempt regular employee headcount.
Accession Rate - Nonexempt	Nonexempt Hires / Nonexempt Regular Headcount	All nonexempt hires as a percentage of nonexempt regular employee headcount.
Accession Rate - External – Total	External Hires / Regular Employee Headcount	External new hire employees as a percentage of regular employee headcount.
Accession Rate - External - Exempt	Exempt External Hires / Exempt Regular Headcount	External exempt new hire employees as a percentage of exempt regular employee headcount.
Accession Rate - External - Nonexempt	Nonexempt External Hires / Nonexempt Regular Headcount	External nonexempt new hire employees as a percentage of nonexempt regular employee headcount.
Accession Rate - Internal – Total	Internal Hires / Regular Employee Headcount	Internal new hire employees as a percentage of regular employee headcount.
Accession Rate - Internal - Exempt	Exempt Internal Hires / Exempt Regular Headcount	Internal exempt new hire employees as a percentage of exempt regular employee headcount.
Accession Rate - Internal - Nonexempt	Nonexempt Internal Hires / Nonexempt Regular Headcount	Internal nonexempt new hire employees as a percentage of nonexempt regular employee

2001 METRIC NAME	2001 METRIC FORMULA	2001 METRIC DEFINITION
		headcount.
Accession Rate - College – Total	College Hires / Regular Employee Headcount	All college hires as a percentage of regular employee headcount.
Add Rate - Total	Total Add Hires / Regular Employee Headcount	Employees hired to fill new positions as a percentage of regular employee headcount.
Add Rate - Exempt	Exempt Add Hires / Exempt Regular Headcount	Exempt employees hired to fill new positions as a percentage of exempt regular headcount.
Add Rate - Nonexempt	Nonexempt Add Hires / Nonexempt Regular Headcount	Nonexempt employees hired to fill new positions as a percentage of nonexempt regular headcount.
Add Rate - External - Total	External Add Hires / Regular Employee Headcount	External employees hired to new positions as a percentage of regular employee headcount.
Add Rate - External - Exempt	Exempt External Add Hires / Exempt Regular Headcount	External exempt employees hired to new positions as a percentage of exempt regular employee headcount.
Add Rate - External - Nonexempt	Nonexempt External Add Hires / Nonexempt Regular Headcount	External nonexempt employees hired to new positions as a percentage of nonexempt regular employee headcount.
Add Rate - Internal - Total	Internal Add Hires / Regular Employee Headcount	Internal employees hired to new positions as a percentage of regular employee headcount.
Add Rate - Internal - Exempt	Exempt Internal Add Hires / Exempt Regular Headcount	Internal exempt employees hired to new positions as a percentage of exempt regular employee headcount.
Add Rate - Internal - Nonexempt	Nonexempt Internal Add Hires / Nonexempt Regular Headcount	Internal nonexempt employees hired to new positions as a percentage of nonexempt regular employee headcount.
Replacement Rate - Total	Total Replacement Hires / Regular Employee Headcount	Employees hired to fill existing positions as a percentage of regular employee headcount.
Replacement Rate - Exempt	Exempt Replacement Hires / Exempt Regular Headcount	Exempt employees hired to fill existing positions as a percentage of exempt regular employee headcount.
Replacement Rate - Nonexempt	Nonexempt Replacement Hires / Nonexempt Regular Headcount	Nonexempt employees hired to fill existing positions as a percentage of nonexempt regular employee headcount.
Replacement Rate - External - Total	External Replacement Hires / Regular Employee Headcount	External employees hired to fill existing positions as a percentage of regular employee headcount.
Replacement Rate - External - Exempt	Exempt External Replacement Hires / Exempt Regular Headcount	External exempt employees hired to fill existing positions as a percentage of exempt regular employee headcount.
Replacement Rate - External - Nonexempt	Nonexempt External Replacement Hires / Nonexempt Regular Headcount	External nonexempt employees hired to fill existing positions as a percentage of nonexempt regular employee headcount.

2001 METRIC NAME	2001 METRIC FORMULA	2001 METRIC DEFINITION
Replacement Rate - Internal - Total	Internal Replacement Hires / Regular Employee Headcount	Internal employees hired to fill existing positions as a percentage of regular employee headcount.
Replacement Rate - Internal - Exempt	Exempt Internal Replacement Hires / Exempt Regular Headcount	Internal exempt employees hired to fill existing positions as a percentage of exempt regular employee headcount.
Replacement Rate - Internal - Nonexempt	Nonexempt Internal Replacement Hires / Nonexempt Regular Headcount	Internal nonexempt employees hired to fill existing positions as a percentage of nonexempt regular employee headcount.
Career Path Ratio - Total	Total Promotions / (Total Promotions + Total Transfers)	Promotions as a percentage of all movement within the organization.
Career Path Ratio - Exempt	Exempt Promotions / (Exempt Promotions + Exempt Transfers)	Exempt promotions as a percentage of exempt movement within the organization.
Career Path Ratio - Nonexempt	Nonexempt Promotions / (Nonexempt Promotions + Nonexempt Transfers)	Nonexempt promotions as a percentage of nonexempt movement within the organization.
Cost per Hire - Total	(Total Hiring Costs * 1.1 Factor) / Total Hires	Average dollars spent on hiring costs per employee hired.
Cost per Hire - Exempt	(Exempt Hiring Costs * 1.1 Factor) / Exempt Hires	Average dollars spent on exempt employee hiring costs per exempt employee hired.
Cost per Hire - Nonexempt	(Nonexempt Hiring Costs * 1.1 Factor) / Nonexempt Hires	Average dollars spent on nonexempt employee hiring costs per nonexempt employee hired.
Cost per Hire - External - Total	(External Hiring Costs * 1.1 Factor) / External Hires	Average dollars spent on external employee hiring costs per external employee hired.
Cost per Hire - External - Exempt	(Exempt External Hiring Costs * 1.1 Factor) / Exempt External Hires	Average dollars spent on exempt external employee hiring costs per exempt external employee hired.
Cost per Hire - External - Nonexempt	(Nonexempt External Hiring Costs * 1.1 Factor) / Nonexempt External Hires	Average dollars spent on nonexempt external employee hiring costs per nonexempt external employee hired.
Cost per Hire - Internal - Total	(Internal Hiring Costs * 1.1 Factor) / Internal Hires	Average dollars spent on internal employee hiring costs per internal employee hired.
Cost per Hire - Internal - Exempt	(Exempt Internal Hiring Costs * 1.1 Factor) / Exempt Internal Hires	Average dollars spent on exempt internal employee hiring costs per exempt internal employee hired.
Cost per Hire - Internal - Nonexempt	(Nonexempt Internal Hiring Costs * 1.1 Factor) / Nonexempt Internal Hires	Average dollars spent on nonexempt internal employee hiring costs per nonexempt internal employee hired.
Cost per Hire - College - Total	(College Hiring Costs * 1.1 Factor) / College Hires	Average dollars spent on college employee hiring costs per college employee hired.
Cost per Hire - Advertising	Advertising Hiring Costs / Total Hiring Costs	Advertising costs as a percentage of total new hire cost.
Cost per Hire - Agency	Agency Hiring Costs / Total Hiring Costs	Agency costs as a percentage of total new hire cost.

2001 METRIC NAME	2001 METRIC FORMULA	2001 METRIC DEFINITION
Cost per Hire - Referral Bonuses	Referral Bonuses Hiring Costs / Total Hiring Costs	Referral bonuses costs as a percentage of total new hire cost.
Cost per Hire - Travel	Travel Hiring Costs / Total Hiring Costs	Travel costs as a percentage of total new hire cost.
Cost per Hire - Relocation	Relocation Hiring Costs / Total Hiring Costs	Relocation costs as a percentage of total new hire cost.
Cost per Hire - Recruiter	Recruiter Hiring Costs / Total Hiring Costs	HR recruiter costs as a percentage of total new hire cost.
Cost per Hire - External - Advertising	External Advertising Hiring Costs / External Hiring Costs	External advertising costs as a percentage of total external new hire cost.
Cost per Hire - External - Agency	External Agency Hiring Costs / External Hiring Costs	External agency costs as a percentage of total external new hire cost.
Cost per Hire - External - Referral Bonuses	External Referral Bonuses Hiring Costs / External Hiring Costs	External referral bonuses costs as a percentage of total external new hire cost.
Cost per Hire - External - Travel	External Travel Hiring Costs / External Hiring Costs	External travel costs as a percentage of total external new hire cost.
Cost per Hire - External - Relocation	External Relocation Hiring Costs / External Hiring Costs	External relocation costs as a percentage of total external new hire cost.
Cost per Hire - External - Recruiter	External Recruiter Hiring Costs / External Hiring Costs	External HR recruiter costs as a percentage of total external new hire cost.
Cost per Hire - Internal - Advertising	Internal Advertising Hiring Costs / Internal Hiring Costs	Internal advertising costs as a percentage of total internal new hire cost.
Cost per Hire - Internal - Travel	Internal Travel Hiring Costs / Internal Hiring Costs	Internal travel costs as a percentage of total internal new hire cost.
Cost per Hire - Internal - Relocation	Internal Relocation Hiring Costs / Internal Hiring Costs	Internal relocation costs as a percentage of total internal new hire cost.
Cost per Hire - Internal - Recruiter	Internal Recruiter Hiring Costs / Internal Hiring Costs	Internal HR recruiter costs as a percentage of total internal new hire cost.
Time to Fill - Total	Total Days to Fill / Total Hires	Average number of calendar days from requisition date to offer acceptance per hire.
Time to Fill - Exempt	Exempt Days to Fill / Exempt Hires	Average number of calendar days from requisition date to offer acceptance per exempt hire.
Time to Fill - Nonexempt	Nonexempt Days to Fill / Nonexempt Hires	Average number of calendar days from requisition date to offer acceptance per nonexempt hire.
Time to Fill - External - Total	External Days to Fill / External Hires	Number of calendar days from requisition date to offer acceptance per new external hire.
Time to Fill - External - Exempt	Exempt External Days to Fill / Exempt External Hires	Number of calendar days from requisition date to offer acceptance per new external exempt hire.
Time to Fill - External - Nonexempt	Nonexempt External Days to Fill / Nonexempt External Hires	Number of calendar days from requisition date to offer acceptance per new external

2001 METRIC NAME	2001 METRIC FORMULA	2001 METRIC DEFINITION
Nonexempt	External Hires	to offer acceptance per new external nonexempt hire.
Time to Fill - Internal - Total	Internal Days to Fill / Internal Hires	Number of calendar days from requisition date to offer acceptance per new internal hire.
Time to Fill - Internal - Exempt	Exempt Internal Days to Fill / Exempt Internal Hires	Number of calendar days from requisition date to offer acceptance per new internal exempt hire.
Time to Fill - Internal - Nonexempt	Nonexempt Internal Days to Fill / Nonexempt Internal Hires	Number of calendar days from requisition date to offer acceptance per new internal nonexempt hire.
Time to Start - Total	Total Days to Start / Total Hires	Average number of calendar days from requisition date to employee start date per hire.
Time to Start - Exempt	Exempt Days to Start / Exempt Hires	Average number of calendar days from requisition date to employee start date per exempt hire.
Time to Start - Nonexempt	Nonexempt Days to Start / Nonexempt Hires	Average number of calendar days from requisition date to employee start date per nonexempt hire.
Time to Start - External - Total	External Days to Start / External Hires	Average number of calendar days from requisition date to employee start date per new external hire.
Time to Start - External - Exempt	Exempt External Days to Start / Exempt External Hires	Average number of calendar days from requisition date to employee start date per new external exempt hire.
Time to Start - External - Nonexempt	Nonexempt External Days to Start / Nonexempt External Hires	Average number of calendar days from requisition date to employee start date per new external nonexempt hire.
Time to Start - Internal - Total	Internal Days to Start / Internal Hires	Average number of calendar days from requisition date to employee start date per new internal hire.
Time to Start - Internal - Exempt	Exempt Internal Days to Start / Exempt Internal Hires	Average number of calendar days from requisition date to employee start date per new internal exempt hire.
Time to Start - Internal - Nonexempt	Nonexempt Internal Days to Start / Nonexempt Internal Hires	Average number of calendar days from requisition date to employee start date per new internal nonexempt hire.
Offer Acceptance Rate	Total Offers Accepted / Total Offers Extended	Offers accepted as a percentage of offers made.
Offer Acceptance Rate - External	External Offers Accepted / External Offers Extended	External new hire offers accepted as a percentage of external new hire offers made.
Offer Acceptance Rate - College	College Offers Accepted / College Offers Extended	New college hire offers accepted as a percentage of new college hire offers made.
Sign-On Bonus Percent	Total Hires Receiving Sign-On Bonuses / (External Hires + College Hires)	New hires receiving a sign-on bonus as a percentage of total new external and college hires.

2001 METRIC NAME	2001 METRIC FORMULA	2001 METRIC DEFINITION
Sign-On Bonus Percent - Executive	Executive Hires Receiving Sign-On Bonuses / Executive Hires	New executive hires receiving a sign-on bonus as a percentage of total executive new hires.
Sign-On Bonus Percent - Manager	Manager Hires Receiving Sign-On Bonuses / Manager Hires	New manager hires receiving a sign-on bonus as a percentage of total manager new hires.
Sign-On Bonus Factor	Total Sign-On Bonus Cost / Total Hires Receiving Sign-On Bonuses	Average sign-on bonus amount for each new hire who received sign-on bonus.
Sign-On Bonus Factor - Executive	Executive Sign-On Bonus Cost / Executive Hires Receiving Sign-On Bonuses	Average sign-on bonus amount for each new executive hire who received sign-on bonus.
Sign-On Bonus Factor - Manager	Manager Sign-On Bonus Cost / Manager Hires Receiving Sign-On Bonuses	Average sign-on bonus amount for each new manager hire who received sign-on bonus.