

Special Webcast

Ascertaining the Elusive Quality of Hire

November 06, 2020

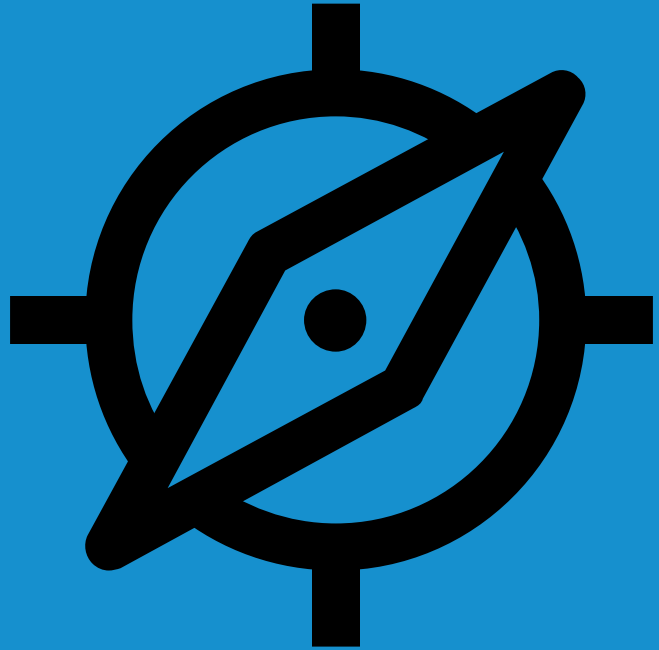


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Objective

Participants will learn:

- Methodology of developing, implementing & tracking of a newly defined quality of hire metric.
- Emerging data trends & what we've learned so far.
- Challenges and lessons learned for successful implementation.
- Evolution of the indices – version 2.0.

Ascertaining the Elusive Quality of Hire





About Us



Karl Sparre
Vice President
“Attract to Engaged” Journey



Bradley Rager
Director
Talent Attraction & Technology



Our mission is to create a remarkable experience, freeing people to be their best.

Our vision is a world where everyone embraces health.

Why QoH is Elusive

Measuring success

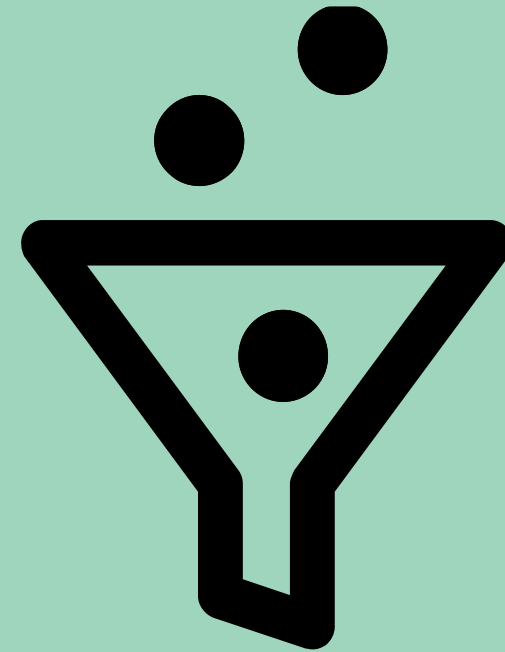
Quality of Hire is one of the most difficult recruiting metrics to accurately capture, as most companies don't measure new hire performance - they're only measuring "quality of candidate."

If the candidate quality is:

- **Positive:** a reflection of the hiring manager.
- **Negative:** a reflection of the recruiter.

Technology limitations – no one system can solve for the end-to-end view.

Manager response – if they have multiple hires, they're not likely to complete surveys for all.



Changing the Narrative

What we've done

We redefined onboarding to cover the **first 365 days** of employment.

We created the Quality of Hire and Onboarding Success Indices to:

- Truly measure end-to-end recruiting success
- Capture quality of hire over the course of a new hire's first year

The indices provide important insights to help improve talent attraction, interviewing & selection, onboarding, and performance management.

Traditional QoH Measure	New QHI Measure
Time to Fill	Time to Fill
Cost per Hire	Cost per Hire
Satisfaction	Satisfaction
	Engagement
	Performance
	Fit
	Experience

Goal: Change the traditional role of Talent Acquisition from filling jobs quickly and cheaply to being a driver of organizational performance and excellence.



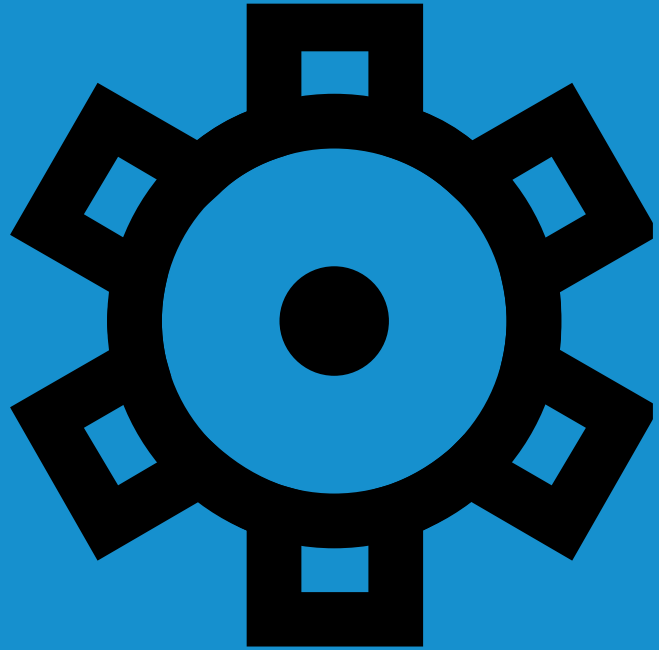
We built it

To measure:

- If we are fulfilling our Employer Brand and EVP promise to new hires
- If the onboarding process is effective
- If certain sources of hire generate greater “quality” hires than others
- Which managers are not only good, but also talent incubators
- Where the new hire experience breaks down during year 1



The Fundamentals



How we built it

Key drivers

We knew it had to be:

- Mobile friendly and quick to complete.
- Easy to analyze and report out on.
- Based on external benchmarks but tailored to our culture.
- Approved by key internal stakeholder (Legal, Privacy, Analytics, etc.).
- Cost effective/ budget neutral.

Implementation

Once indices approved

- Developed monthly dashboard and index scoring.
- Developed pulse surveys within survey tool.
- Created text & email communication templates within CRM.
- Launched internal marketing campaign.
- Generated schedule of surveys in Excel.
- Release pulse surveys manually based on schedule.



Implementation - Dashboard

Illustrative data

Onboarding Success Index (scale: 0 to 100)													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
Score	-	30.34	28.63	30.57	33.53	31.94	32.30	30.65	32.22				31.27

← Index Score*

Pulse Survey NPS (scale: -100 to 100)													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
Day 1 - Experience	-	64.13	53.85	78.13	67.29	40.30	50.98	53.79	25.00				54.18
Day 90 - Expectations	-	-	-	-	75.00	53.33	54.00	56.25	48.28				57.37
Day 90 - Support	-	-	-	-	81.82	50.00	56.00	62.50	34.48				56.96
Day 180 - Satisfaction	-	-	-	-	-	-	-	38.75	42.86				40.81
Day 180 - Recommend	-	-	-	-	-	-	-	52.50	71.43				61.97
Day 360 - Satisfaction	-	-	-	-	-	-	-	-	-	-	-	-	-
Day 360 - Recommend	-	-	-	-	-	-	-	-	-	-	-	-	-

← Individual Factor Scoring

Pulse Survey Preparedness													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
Day 1 - Manager Contact	-	84.78%	80.77%	84.34%	87.85%	79.85%	79.41%	86.36%	96.88%				85.03%
Day 7 - Access	-	80.85%	62.86%	83.91%	87.30%	88.10%	84.88%	77.88%	80.00%				80.72%
Day 7 - Equipment	-	93.62%	94.29%	93.10%	92.06%	92.86%	95.35%	86.54%	82.86%				91.34%

* While the index “bakes” over the full first-year, the factor scores will provide valuable insights to keep you moving forward!

Implementation - Dashboard

Illustrative data

Onboarding Success Index (scale: 0 to 100)													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
Score	-	-	-	-	-	88.5	76.00	85.48	100				87.50

← Index Score*

Pulse Survey NPS (scale: -100 to 100)													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
Day 90 - Fit	-	-	-	-	-	60.00	64.29	100.00	100.00				81.07
Day 90 - Engagement	-	-	-	-	-	46.67	21.43	66.70	100.00				58.70
Day 180 - Longevity	-	-	-	-	-	-	-	13.33	-	-	-	-	-

← Individual Factor Scoring

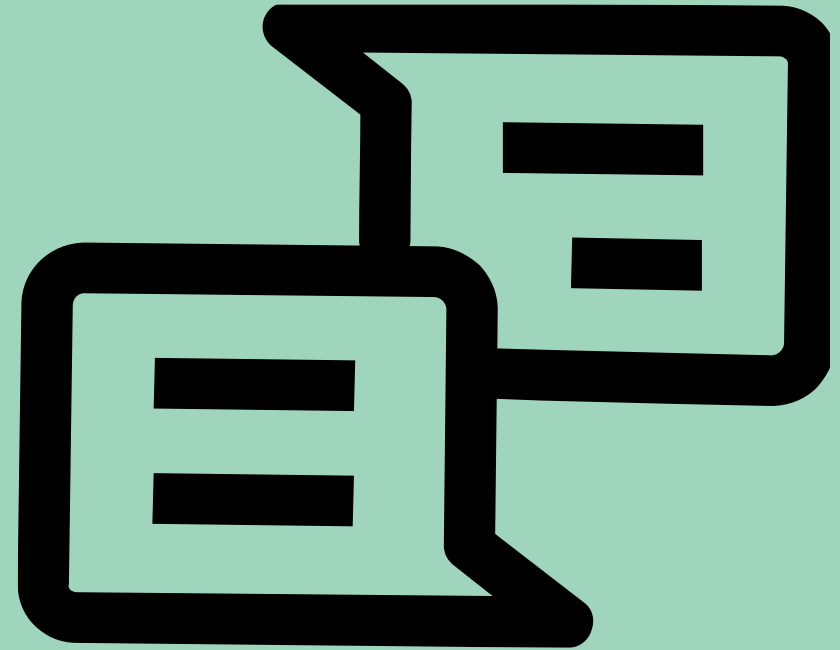
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
Day 180 - Proficiency													
Not yet proficient	-	-	-	-	-	-	-	0.00%	0.00%				0.00%
0-3M	-	-	-	-	-	-	-	78.57%	100.00%				89.29%
4-6M	-	-	-	-	-	-	-	14.29%	0.00%				7.15%
Termed	-	-	-	-	-	-	-	7.14%	0.00%				3.57%
Day 360 - Employed	-	-	-	-	-	-	-	-	-	-	-	-	-
Day 360 - Termed													
0-3M	-	-	-	-	-	-	-	-	-	-	-	-	-
4-6M	-	-	-	-	-	-	-	-	-	-	-	-	-
7-9M	-	-	-	-	-	-	-	-	-	-	-	-	-
10M+	-	-	-	-	-	-	-	-	-	-	-	-	-

* While the index “bakes” over the full first-year, the factor scores will provide valuable insights to keep you moving forward!

Implementation

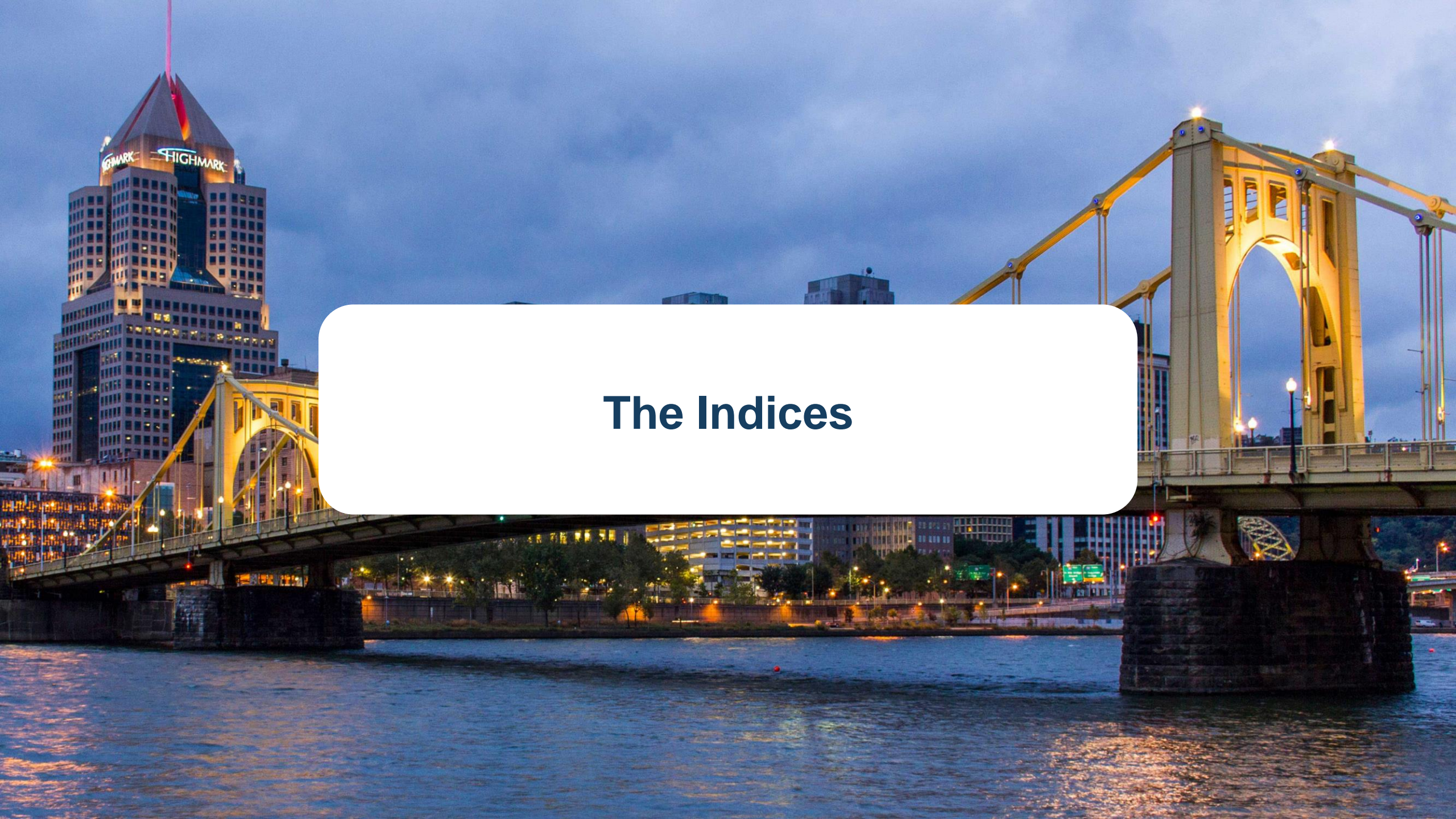
Internal campaign

- Recruiter & Manager trainings
 - Recruiters discussions with managers and candidates
 - Language added to standing preboarding communications
 - Recruiting Leadership discussed with HRBPs and business leaders
 - Address during Day 1 orientation
 - Enterprise-wide manager communications
-



Implementation – Release Schedule

Day	Onboarding Success Index					Quality of Hire Index		
	1	7	90	180	365	90	180	365
1/6/2020	1/6/2020	1/13/2020	4/5/2020	7/4/2020	1/5/2021	4/5/2020	7/4/2020	1/5/2021
1/13/2020	1/13/2020	1/20/2020	4/12/2020	7/11/2020	1/12/2021	4/12/2020	7/11/2020	1/12/2021
1/20/2020	1/20/2020	1/27/2020	4/19/2020	7/18/2020	1/19/2021	4/19/2020	7/18/2020	1/19/2021
1/27/2020	1/27/2020	2/3/2020	4/26/2020	7/25/2020	1/26/2021	4/26/2020	7/25/2020	1/26/2021
2/3/2020	2/3/2020	2/10/2020	5/3/2020	8/1/2020	2/2/2021	5/3/2020	8/1/2020	2/2/2021
2/10/2020	2/10/2020	2/17/2020	5/10/2020	8/8/2020	2/9/2021	5/10/2020	8/8/2020	2/9/2021
2/17/2020	2/17/2020	2/24/2020	5/17/2020	8/15/2020	2/16/2021	5/17/2020	8/15/2020	2/16/2021
2/24/2020	2/24/2020	3/2/2020	5/24/2020	8/22/2020	2/23/2021	5/24/2020	8/22/2020	2/23/2021
3/2/2020	3/2/2020	3/9/2020	5/31/2020	8/29/2020	3/2/2021	5/31/2020	8/29/2020	3/2/2021
3/9/2020	3/9/2020	3/16/2020	6/7/2020	9/5/2020	3/9/2021	6/7/2020	9/5/2020	3/9/2021
3/16/2020	3/16/2020	3/23/2020	6/14/2020	9/12/2020	3/16/2021	6/14/2020	9/12/2020	3/16/2021
3/23/2020	3/23/2020	3/30/2020	6/21/2020	9/19/2020	3/23/2021	6/21/2020	9/19/2020	3/23/2021
3/30/2020	3/30/2020	4/6/2020	6/28/2020	9/26/2020	3/30/2021	6/28/2020	9/26/2020	3/30/2021
4/6/2020	4/6/2020	4/13/2020	7/5/2020	10/3/2020	4/6/2021	7/5/2020	10/3/2020	4/6/2021
4/13/2020	4/13/2020	4/20/2020	7/12/2020	10/10/2020	4/13/2021	7/12/2020	10/10/2020	4/13/2021
4/20/2020	4/20/2020	4/27/2020	7/19/2020	10/17/2020	4/20/2021	7/19/2020	10/17/2020	4/20/2021



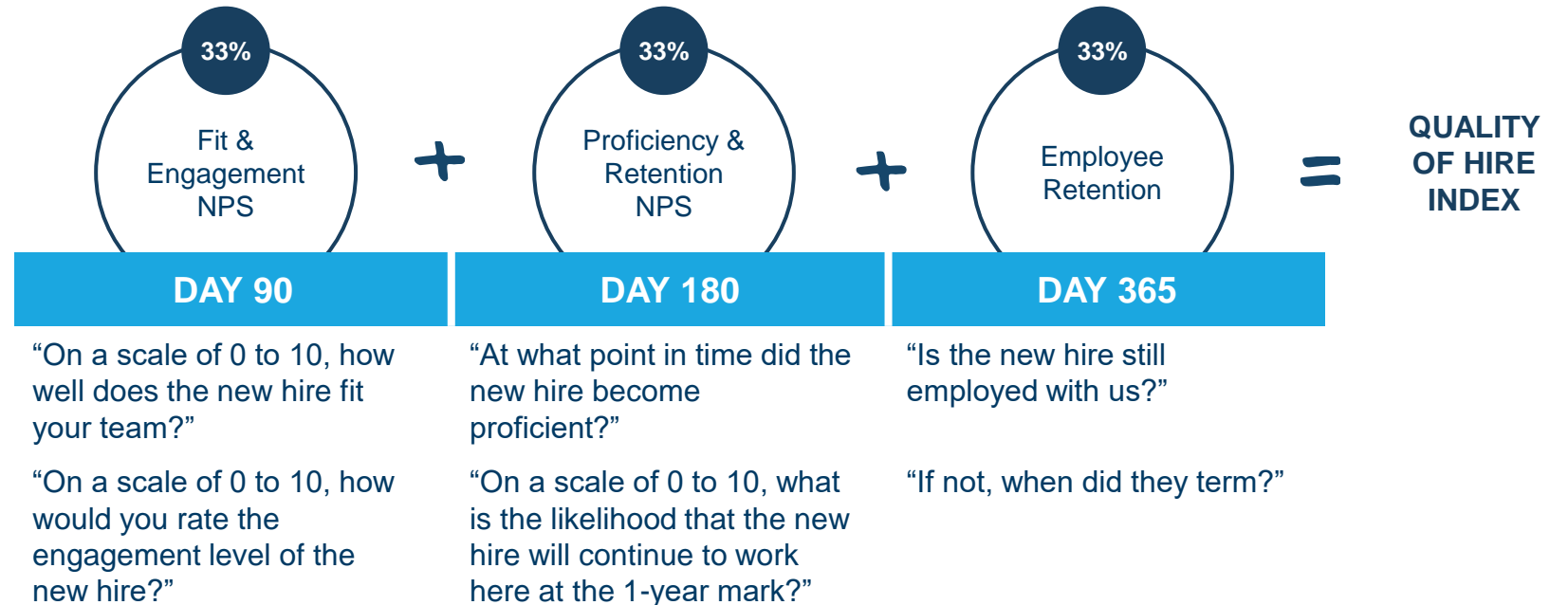
The Indices

Quality of Hire Index

“Taking the Pulse” of the manager during the new hire’s first year

Throughout the new hire’s first year, it is vital that we track our progress and measure our success. That’s why we’ve created the Quality of Hire Index (QHI). By asking managers of new hires for feedback at key points during their new hire’s first year, we can monitor progress and collect data to help us refine our recruiting and retention strategies.

The QHI is a series of text-delivered questions which are aimed at better understanding the new hire experience throughout their first year from the manager’s perspective.



Administrative questions that allow us to “drill in”



“Which business unit do you work for?”

“What is your role level?”

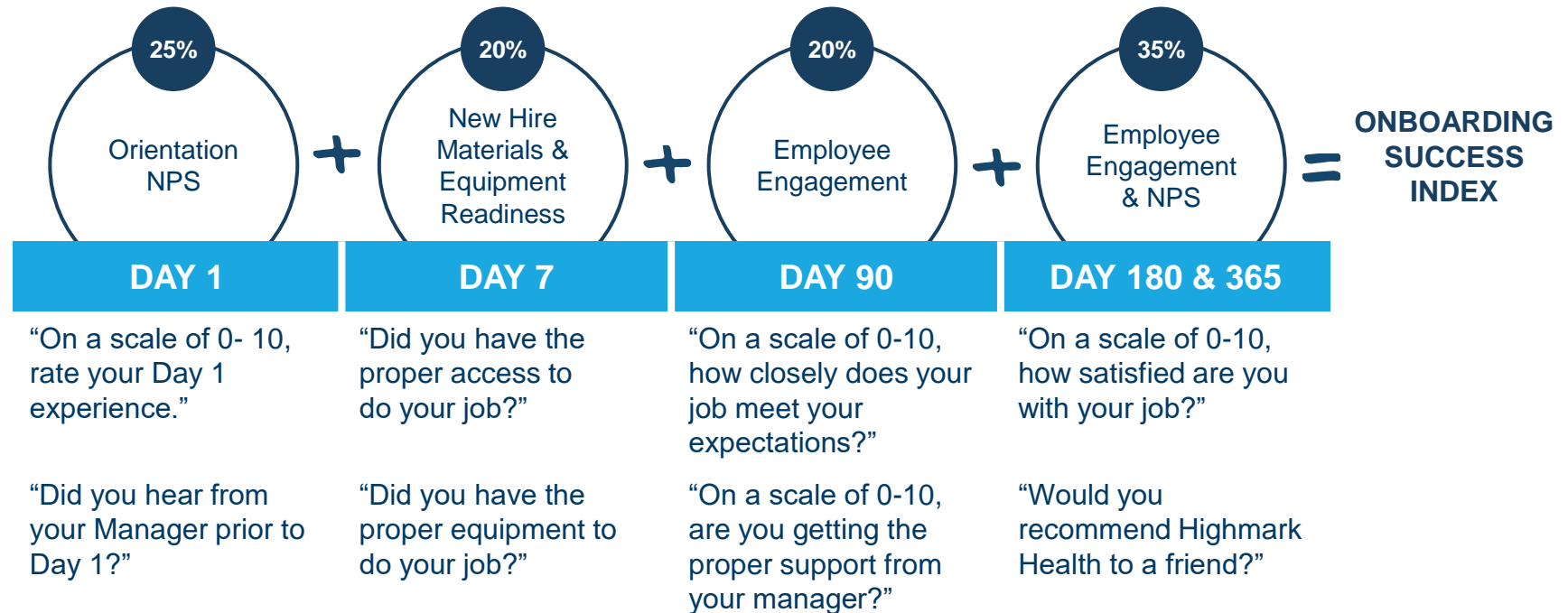
“Which career area aligns to you?”

Onboarding Success Index

“Taking the Pulse” during the new hire’s first year

Throughout the new hire’s first year, it is vital that we track our progress and measure our success. That’s why we’ve created the Onboarding Success Index (OSI). By asking new hires for feedback at key points during their first year, we can monitor progress and collect data to help us refine our recruiting and retention strategies.

The OSI is a series of text-delivered questions which are aimed at better understanding the new hire experience throughout their first year. When combined with the Quality of Hire Index (QHI), the OSI will provide important feedback which can be used to improve our recruiting, onboarding and performance acceleration processes.



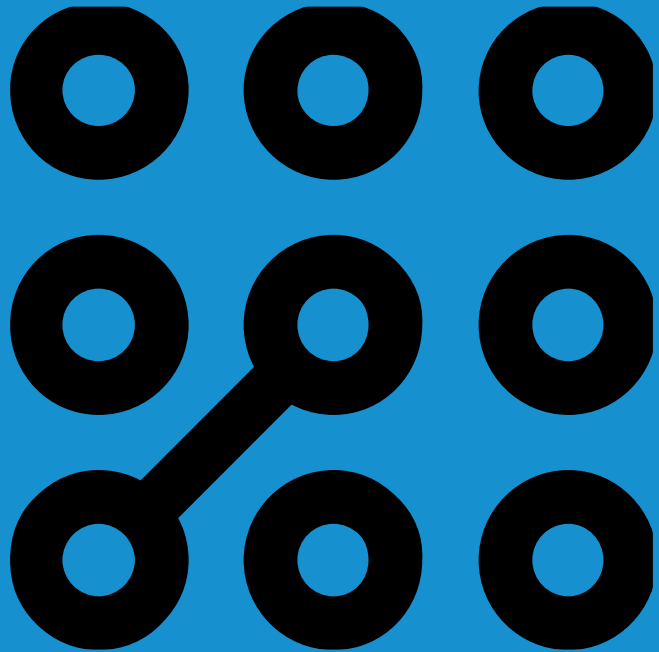
Administrative questions that allow us to “drill in”



“Which business unit do you work for?”

“What is your role level?”

“Which career area aligns to you?”



Interaction

Two sides of the same coin

Based on the design of the indices, we can see where things “breakdown” during the first year.

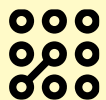
Utilizing the data, we can dig into hot spots for action planning by milestone, by business, by role level and by career area.

We can also see if perceptions are disjointed and where new hires start to have bad experiences, but manager still think it’s going well.

Data Insights YTD

It takes time to incubate, but our data is telling us:

Areas of Improvement	Actions to Take/ Actions Taken
OSI Day 1 Experience needs to be better (NPS <55.00)	Stand up focus groups with recent new hires to understand what can be improved. (goal: NPS >70.00)
OSI Week 1 Access and Equipment needs to be better	Stood up IT lead task force to address week 1 access and equipment issues.
OSI Month 3 Expectations needs to be better (NPS <55.00)	Train recruiters and hiring managers to provide better job insights and set expectations during the interview process. (goal: NPS >70.00)
QHI Month 3 Engagement needs to be better (NPS <59.00)	Train managers to start planning check-ins/ engagement activities soon and often. (goal: NPS >70.00)



OSI and QHI 3-Month interaction: perceived **Engagement** could be down as a result of not setting proper **Expectations** during the interview process.

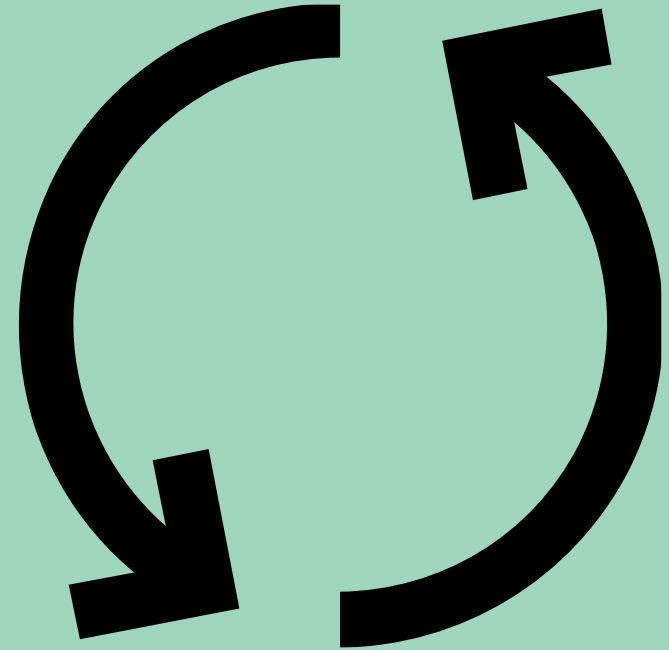


Challenges & Lessons Learned

Looking back

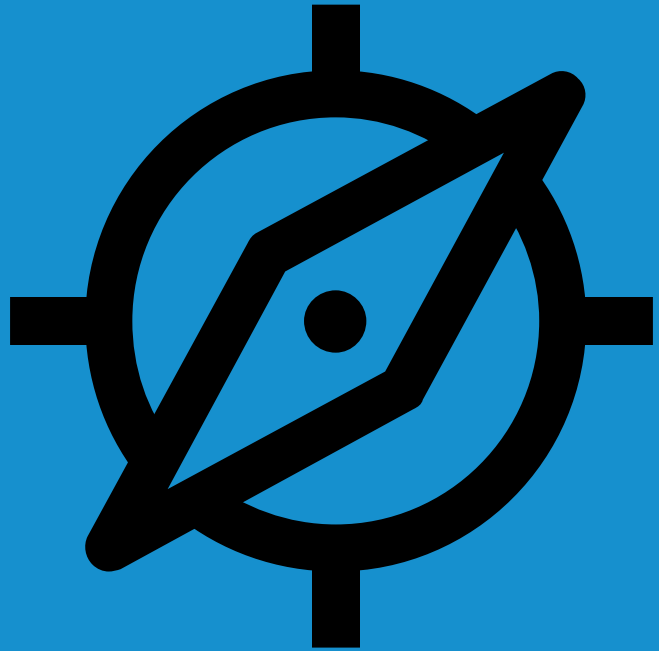
If we could turn back time

- Focus heavily and continuously on internal communications and adoption.
- Send via text AND email – capture those who have not opted-in to SMS.
- Have patience, it takes time to incubate – a real index score is not be available for 1 year but can utilize early insights.
- Manual sending is resource intensive.



A high-resolution, close-up photograph of a US dollar bill, focusing on the intricate engraving of a man's face. The image shows the texture of the paper and the fine lines of the engraving, particularly around the eyes and nose. A white, rounded rectangular box is superimposed over the center of the image, containing the text "The Indices 2.0".

The Indices 2.0



Evolution

What's next?

- Recently automated the pulse surveys and tied them to HRIS
 - Deeper cuts of data, in real-time for personalized action planning
 - Saves manual resource hours by releasing via text and email
 - Single opt-in for all HR text messages
- Exploration of how data can be tied to other HR analytics and data

Questions?



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- [Pay Equity: Beyond the Numbers](#) (November 17 @ 2pm ET)
- [The Role of Boards in Human Capital Metrics and Management](#) (November 18 @ 11am ET)
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