

1. How many offers were accepted in December? How does this vary by type?

	Month	Hires
Direct Employee Applicant	12/1/14	88
Employee Rehire	12/1/14	2
Intern Conversion	12/1/14	37
Intern Rehire	12/1/14	3
Internal Transfer	12/1/14	20
New Grad	12/1/14	166
Temp Conversion	12/1/14	3

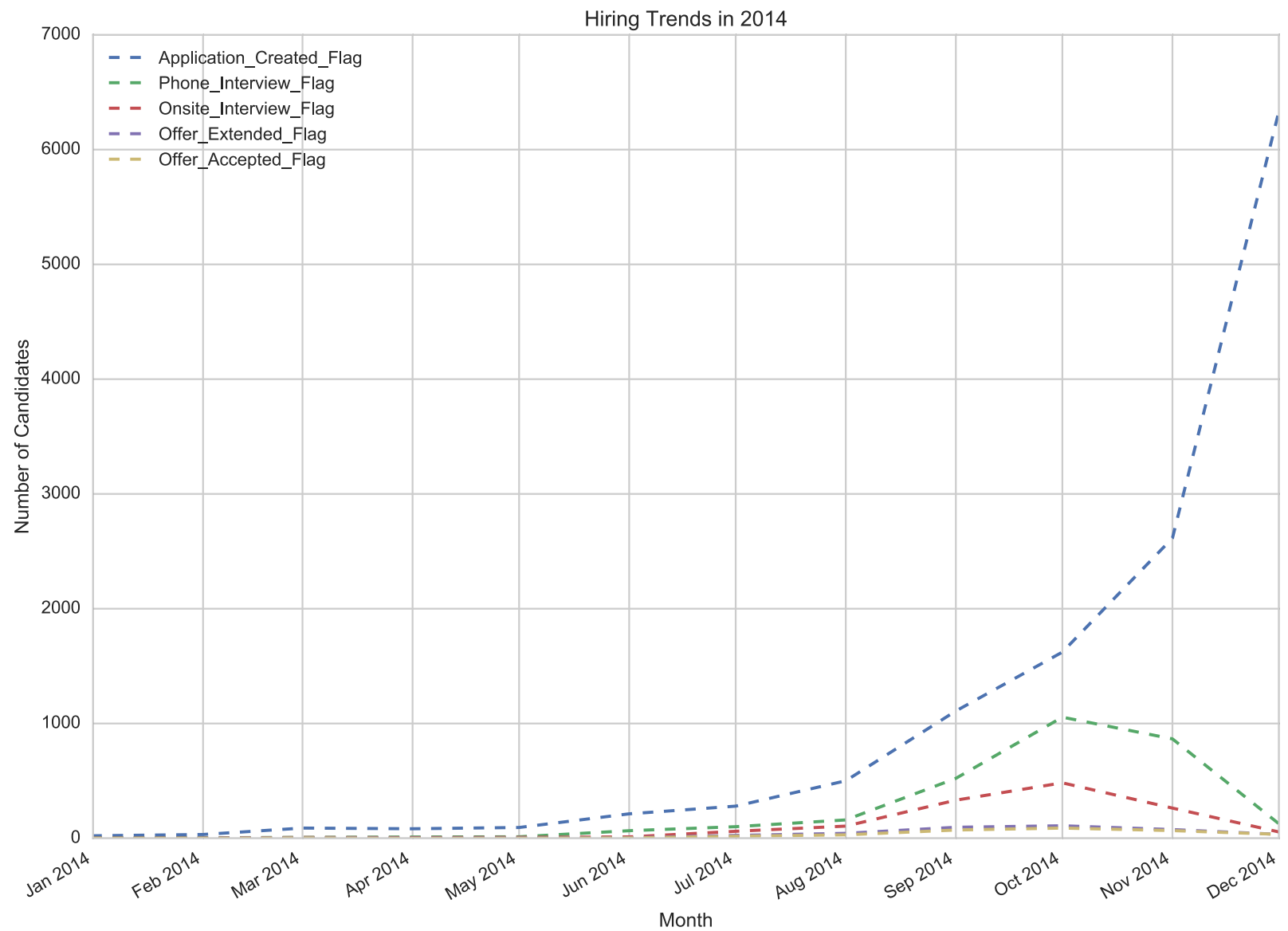
2. The pass through rates, by application source below, provide a high-level view of the pipeline of applicants.

	Application >	Phone	> Onsite	> Offer	> Accept
Employee Referral		28%	45%	24%	83%
Online Application/Other		10%	38%	31%	85%
Sourcer		68%	46%	30%	77%
Sourcer Driven Employee Referral		62%	71%	35%	75%

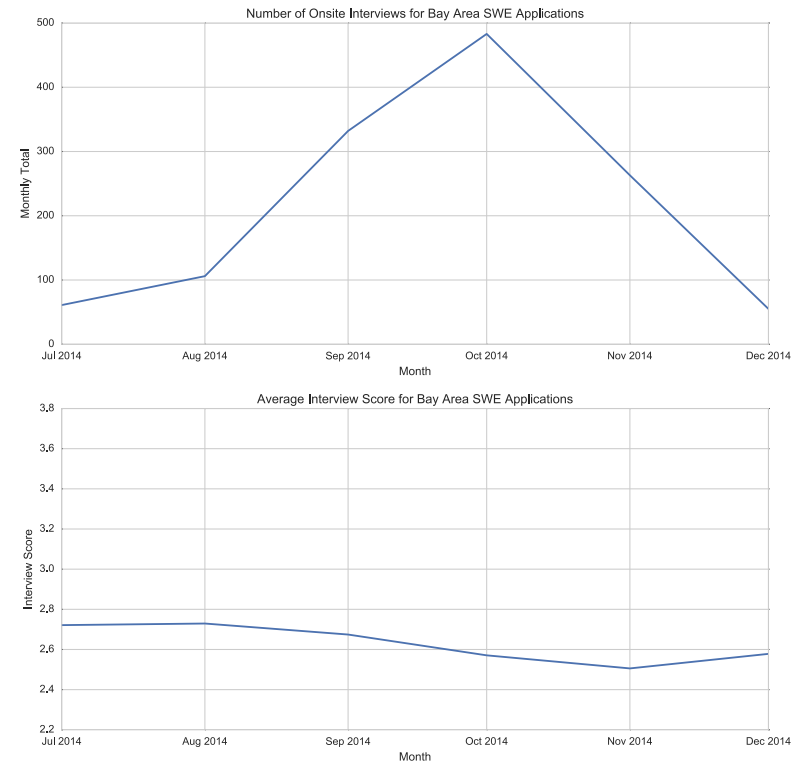
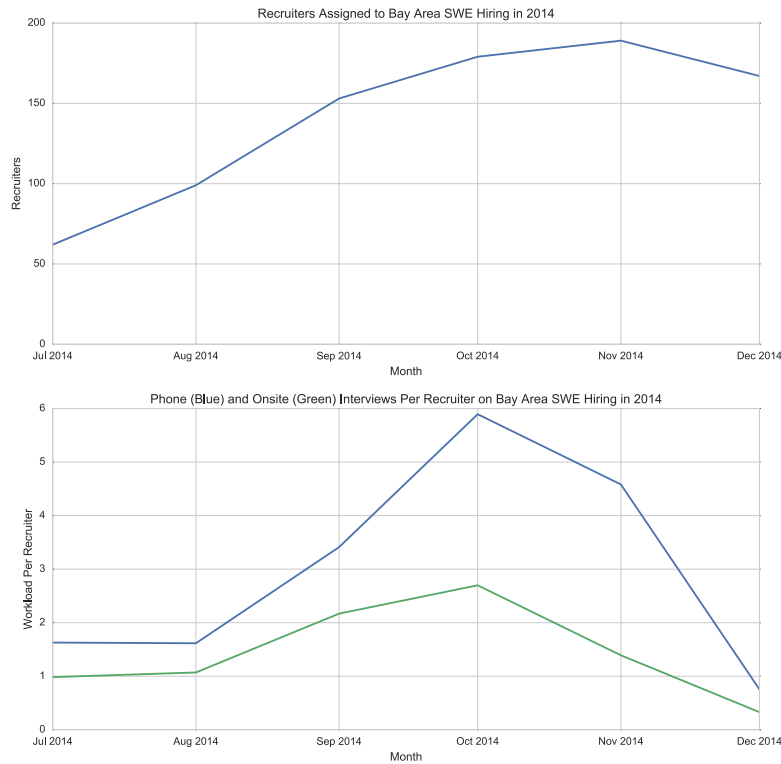
3. How can the company meet its goal of 500 hires in Q3 and Q4 of 2015?

Plan for developing a strategy:

- Calculate projected shortfall, based on last year's data: 190 hires.
- Plot monthly trends for applications, interviews, and offers, to see the bigger picture of last year's hiring:



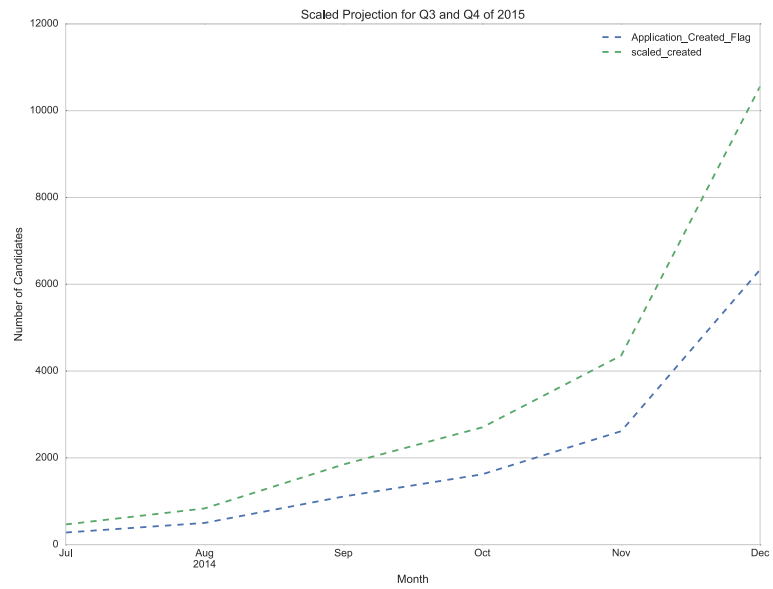
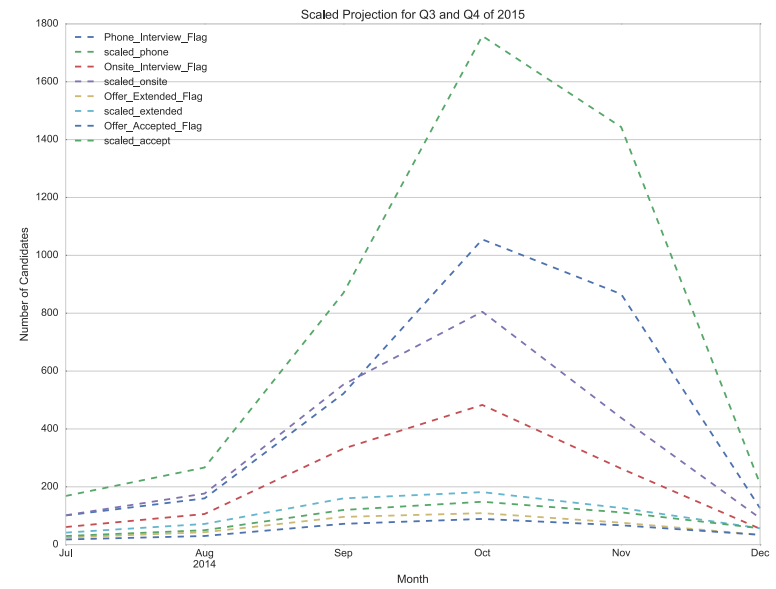
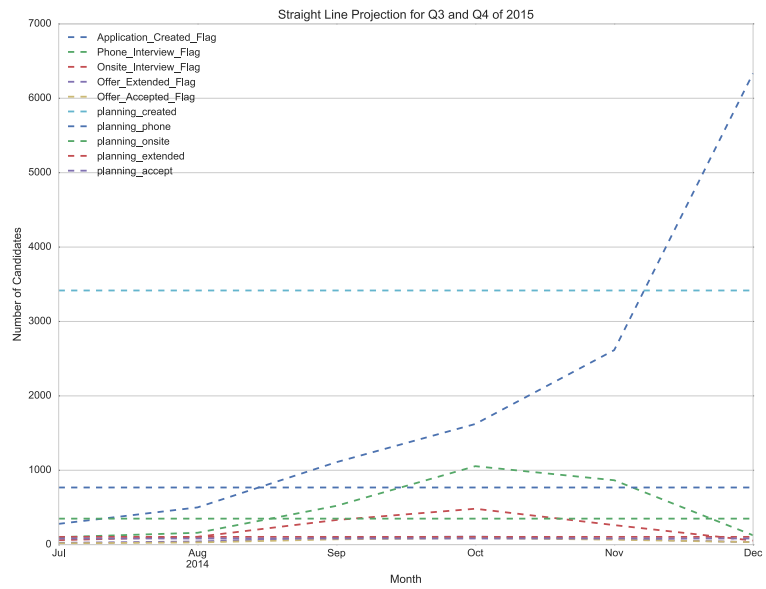
c. Next, consider the recruiter workload, and how it relates to one measure of hiring efficiency: onsite interview scores.



d. Calculate pipeline levels needed to accomplish goal of 500 hires:

We would need 83 recruiters, each working for six months. For each recruiter, we'd need 41.16 applications, 9.26 phone interviews, 4.22 onsites, and 1.26 offers per month. For the entire team, we'd need 3416.53 applications, 768.60 phone interviews, 349.95 onsites, and 104.60 offers per month.

Hiring, however, hasn't had constant levels in the past. Plot flat and scaled hiring levels that would accomplish goal of 500 hires:



4. How can recruiters be more productive?

By being more strategic about targeting applications by candidate source; see answer to the first question;
by changing the shape of the recruiter workload; see answer to question 3 (part c);
lastly, I'd dig into qualitative data to seek ways to increase productivity.