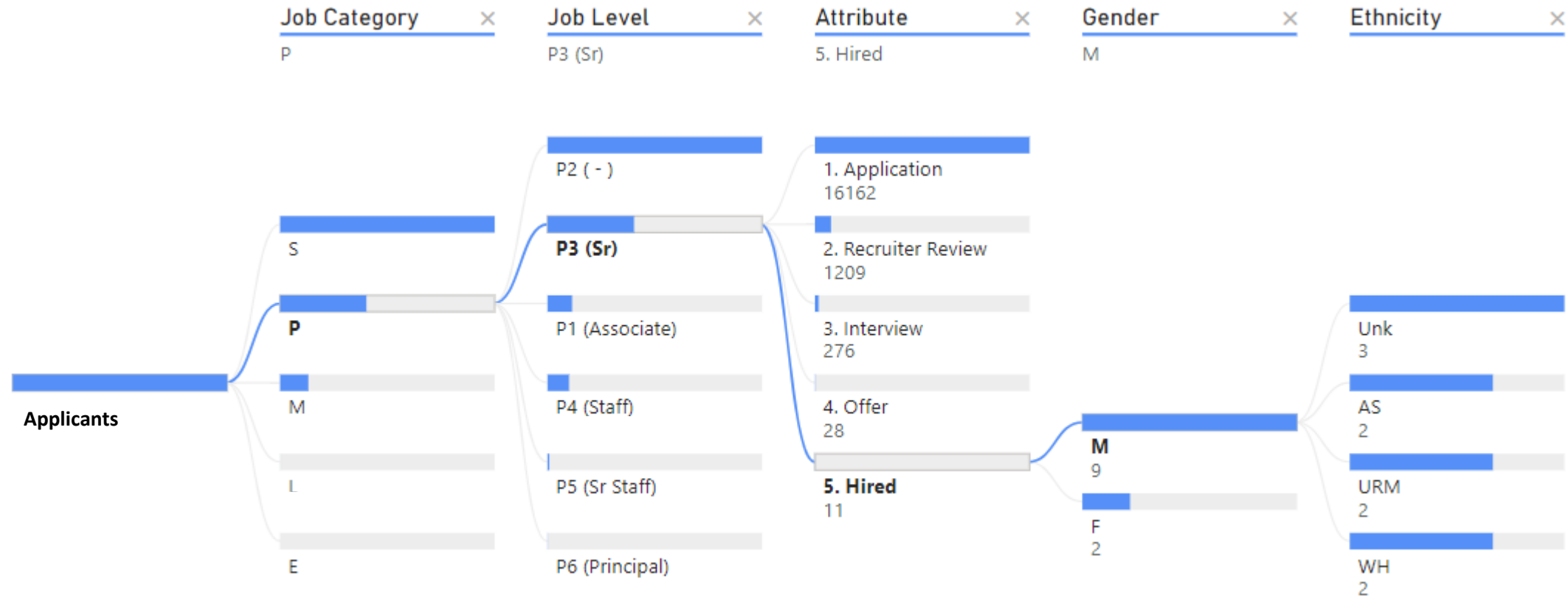




# We diligently track the entire hiring process

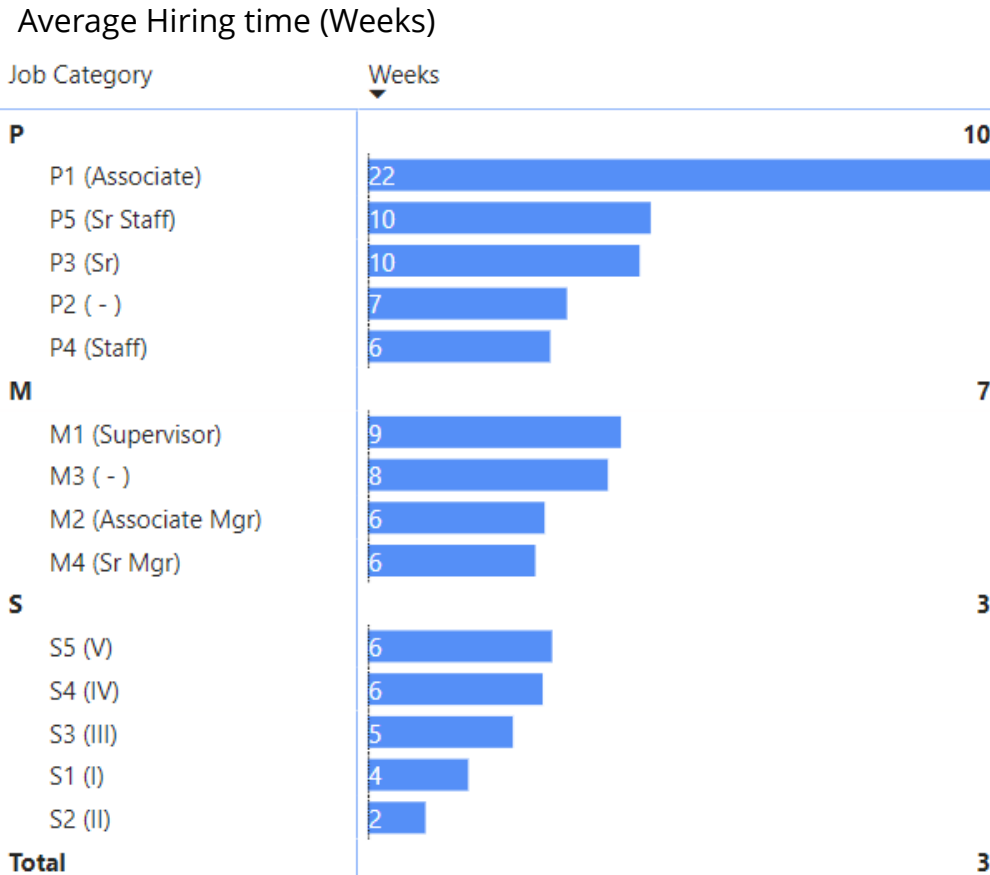
To ensure optimal application experience and measure performance.



# Aiming for efficient hiring times

Metric: Hiring Time

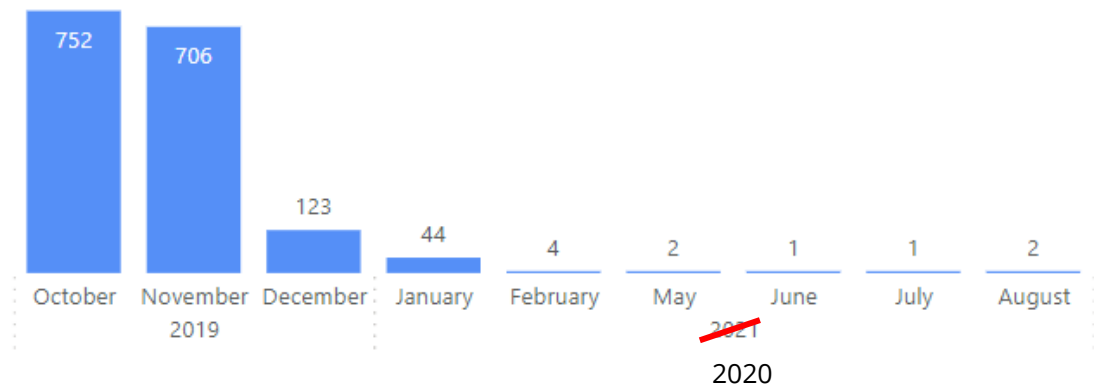
The average hiring time for **Plant and Manager** positions is **7 weeks**, whereas for Senior positions, it is 3 weeks.



However, we faced **delays** in the recruitment process for **P1 Associates**

And they are expected to start during **Q4-2019 and Q1-2020**

New Hires – Target Start Date

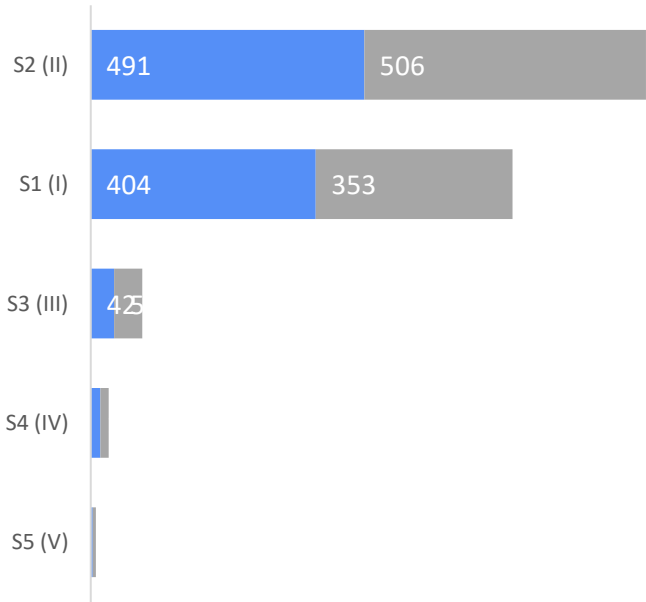


And we are committed to fostering  
a **diverse** and **inclusive** environment

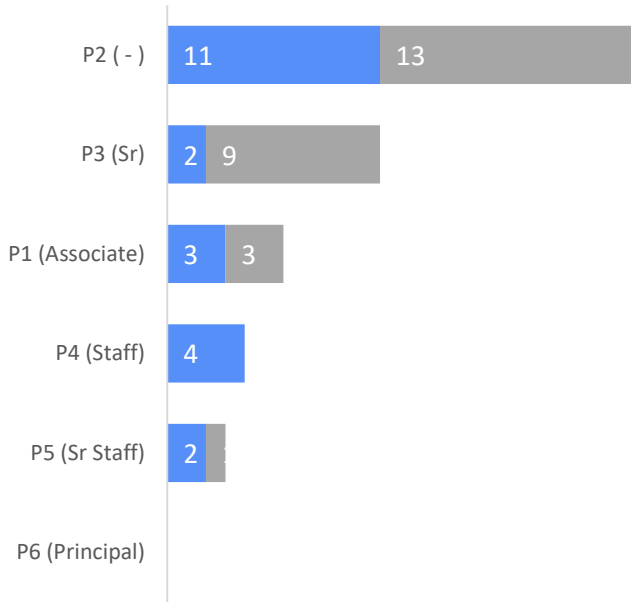
Metric: Hiring Diversity

From the **1.953** new hires between 2019 and 2020,  
**50% are women** with a high participation in **leadership roles**.

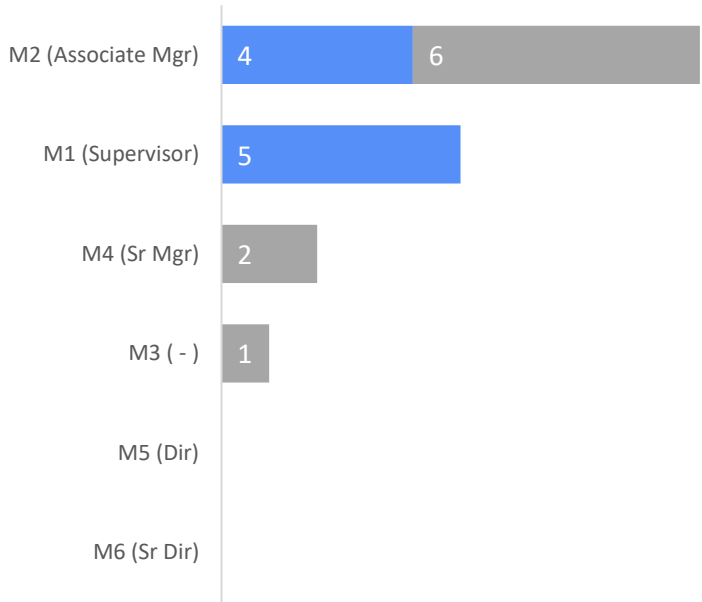
Women | Men



Senior: **1.887**



Plant: **48**



Manager: **18**

## However, there is still **room** for improvement in our **conversion rates**

Metric: Conversion Rates

Relative conversion funnel to previous stage

Job Category	Job Level	Recruiter Review	Interview	Offer	Hired
E	E7 (Exec)	100%	0%	0%	0%
L	LS3 (III Lead)	14%	0%	0%	0%
M	M1 (Supervisor)	9%	31%	31%	45%
M	M2 (Associate Mgr)	6%	18%	20%	33%
M	M3 ( - )	10%	12%	8%	17%
M	M4 (Sr Mgr)	6%	26%	13%	50%
M	M5 (Dir)	41%	6%	100%	0%
M	M6 (Sr Dir)	17%	30%	33%	0%
P	P1 (Associate)	4%	14%	55%	42%
P	P2 ( - )	5%	17%	18%	39%
P	P3 (Sr)	7%	22%	10%	36%
P	P4 (Staff)	5%	25%	22%	30%
P	P5 (Sr Staff)	21%	18%	44%	50%
P	P6 (Principal)	0%	0%	0%	0%
S	S1 (I)	27%	29%	73%	35%
S	S2 (II)	14%	16%	72%	78%
S	S3 (III)	11%	23%	46%	43%
S	S4 (IV)	15%	24%	48%	41%
S	S5 (V)	26%	30%	40%	35%

Managers:

**Low conversion** rates for managers, especially on **Director and Sr Director** positions.

Raise the question of whether the offers are not meeting expectations or falling below the benchmark.

## And to improve our data management

(Data gaps and discrepancies)

- [Applicant ID](#) duplicated in [Ethnicity table](#). This should be unique.
- Too many duplicates in [raw table](#).
- [Target Start Date](#) with wrong year. 2021 instead of 2020.
- Lack of applicant traceability along the process.

PowerBI: Overview

Job Category

All

Job Level

All

Job Category

M

Job Level

M2 (Associate Mgr)

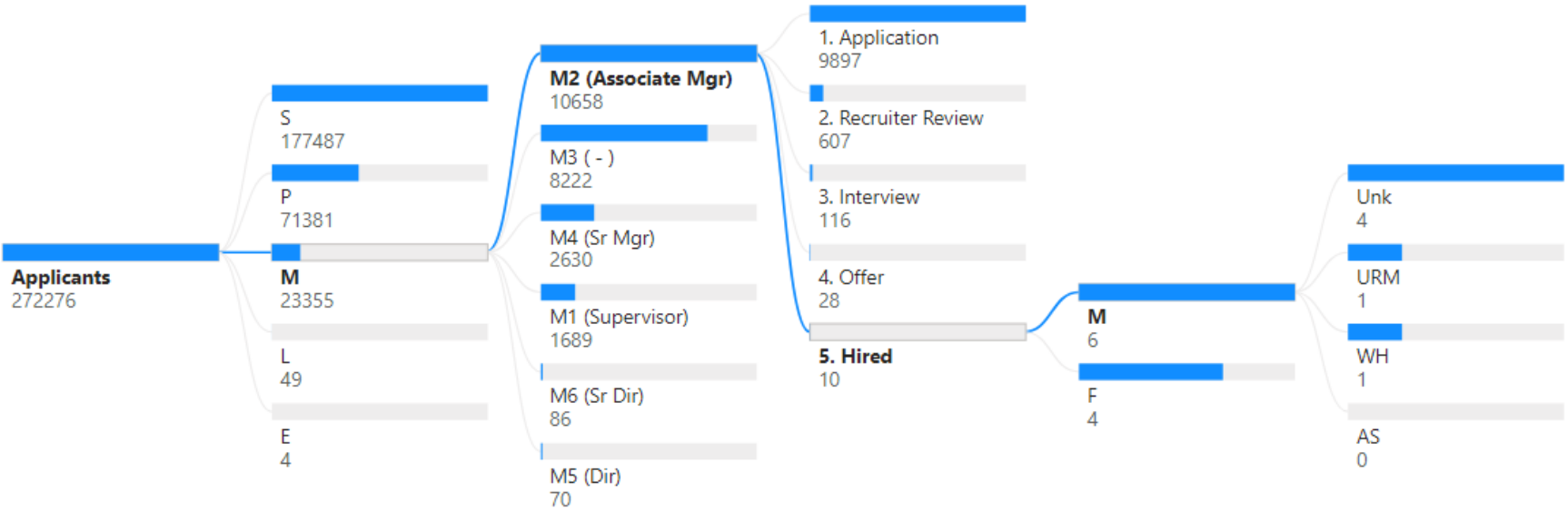
Attribute

5. Hired

Gender

M

Ethnicity



1. Application

230K

2. Recruiter Review

30K (12.97%)

3. Interview

6K (21.53%)

4. Offer

4K (61.39%)

5. Hired

2K (49.48%)

Gender

F

M



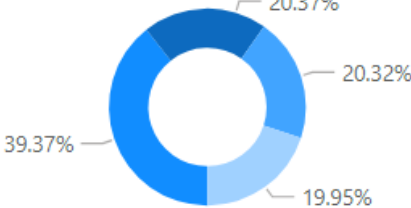
Ethnicity

Unk

WH

AS

URM



# PowerBI: Hiring Times

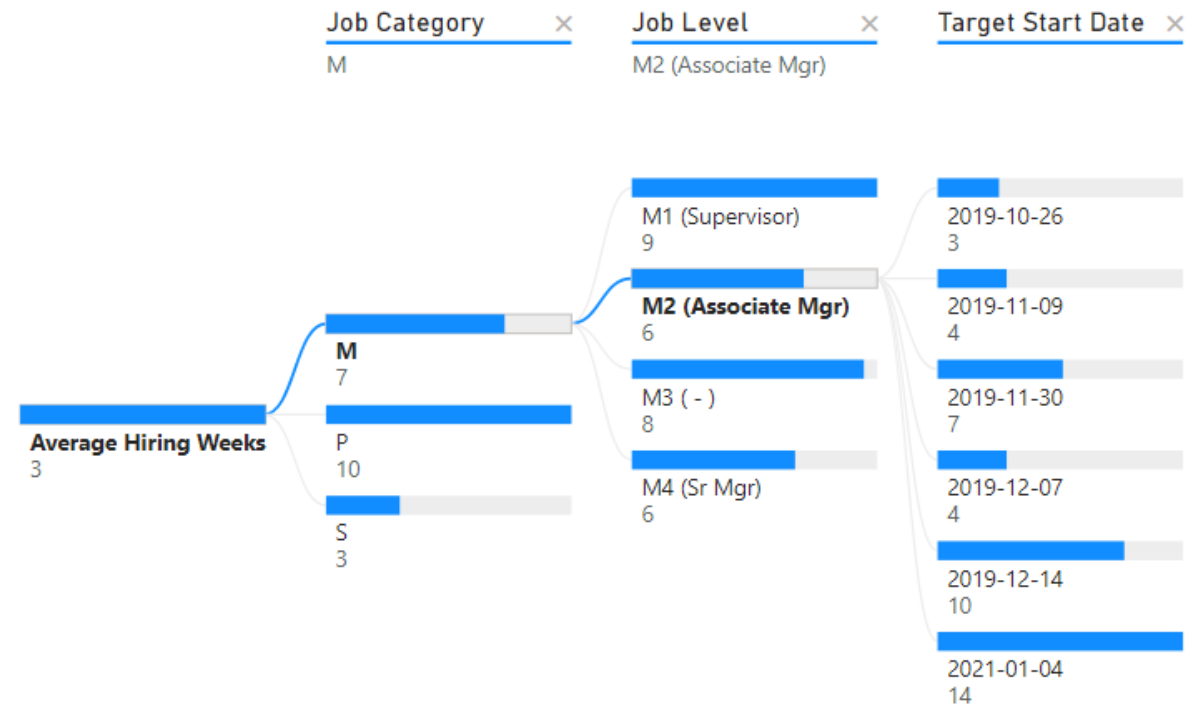
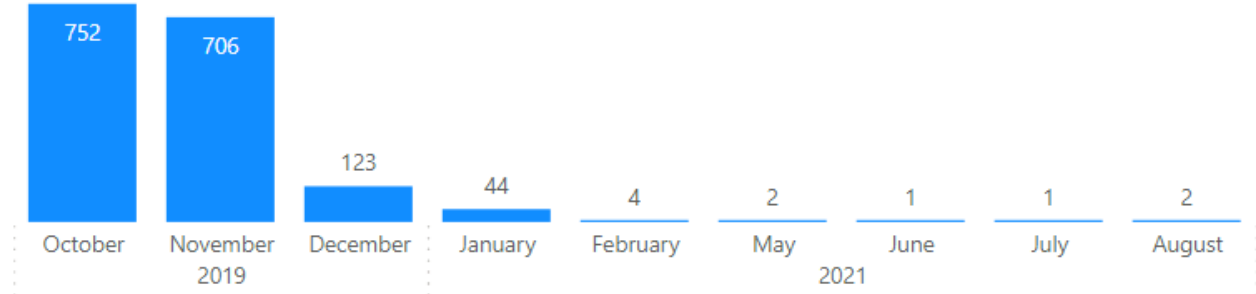
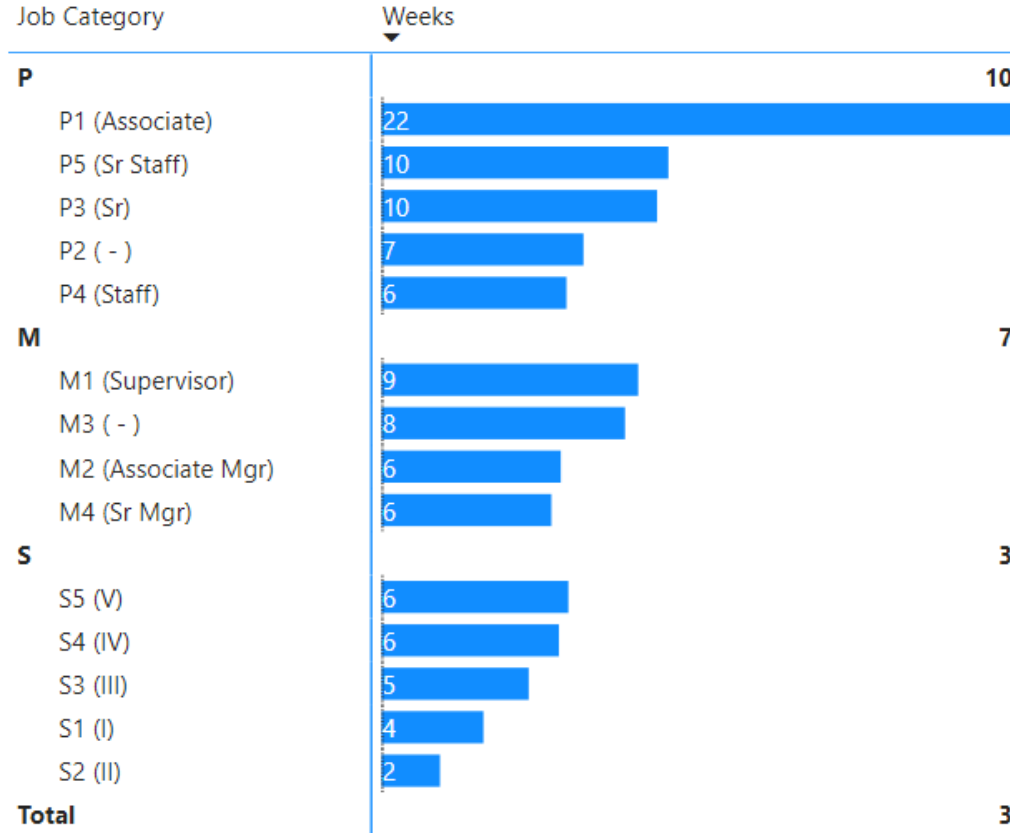
Job Category

All

Job Level

All

Average Hiring time (Weeks)





PowerBI: Conersion Rates

Job Category

All

Relative Conversion Funnel vs Previous Stage

Job Category	Review	Interview	Offer	Hired
<b>E</b>				
E7 (Exec)	100%	0%	0%	0%
<b>L</b>				
LS3 (III Lead)	10%	0%	0%	0%
<b>M</b>				
M1 (Supervisor)	9%	29%	34%	21%
M2 (Associate Mgr)	6%	19%	25%	27%
M3 ( - )	10%	12%	7%	4%
M4 (Sr Mgr)	5%	25%	8%	25%
M5 (Dir)	44%	3%	13%	0%
M6 (Sr Dir)	13%	21%	13%	0%
<b>P</b>				
P1 (Associate)	4%	14%	61%	38%
P2 ( - )	5%	17%	19%	37%
P3 (Sr)	8%	23%	10%	36%
P4 (Staff)	5%	27%	22%	13%
P5 (Sr Staff)	21%	19%	42%	25%
P6 (Principal)	0%	0%	0%	0%
<b>S</b>				
S1 (I)	27%	29%	73%	35%
S2 (II)	14%	16%	71%	78%
S3 (III)	11%	23%	47%	45%
S4 (IV)	15%	26%	47%	40%
S5 (V)	27%	33%	43%	51%

Job Level

All

Absolut Conversion Funnel vs Total Applicants

Job Category	Review	Interview	Offer	Hired
<b>E</b>				
E7 (Exec)	100.0%	0.00%	0.00%	0.00%
<b>L</b>				
LS3 (III Lead)	9.7%	0.00%	0.00%	0.00%
<b>M</b>				
M1 (Supervisor)	9.2%	2.78%	0.83%	0.36%
M2 (Associate Mgr)	6.1%	1.17%	0.28%	0.09%
M3 ( - )	10.2%	1.21%	0.08%	0.01%
M4 (Sr Mgr)	5.5%	1.31%	0.13%	0.07%
M5 (Dir)	44.5%	1.79%	1.79%	0.00%
M6 (Sr Dir)	12.9%	5.31%	1.56%	0.00%
<b>P</b>				
P1 (Associate)	3.8%	0.54%	0.33%	0.15%
P2 ( - )	5.0%	0.82%	0.16%	0.06%
P3 (Sr)	7.7%	1.78%	0.18%	0.07%
P4 (Staff)	5.5%	1.44%	0.32%	0.09%
P5 (Sr Staff)	21.1%	4.00%	1.97%	1.05%
P6 (Principal)	0.0%	0.00%	0.00%	0.00%
<b>S</b>				
S1 (I)	28.3%	8.25%	6.04%	2.14%
S2 (II)	14.7%	2.32%	1.65%	1.29%
S3 (III)	11.1%	2.52%	1.18%	0.54%
S4 (IV)	15.6%	4.04%	1.90%	0.72%
S5 (V)	26.8%	8.69%	3.28%	1.41%

PowerBI: Diversity

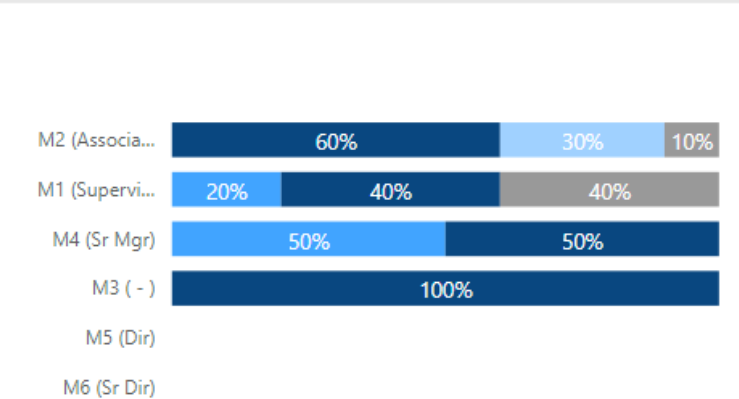
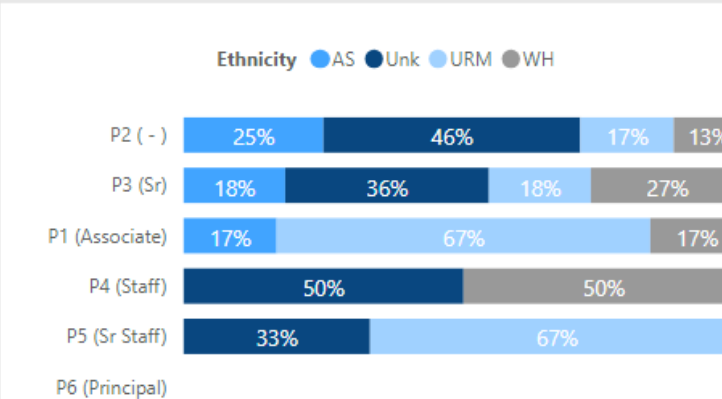
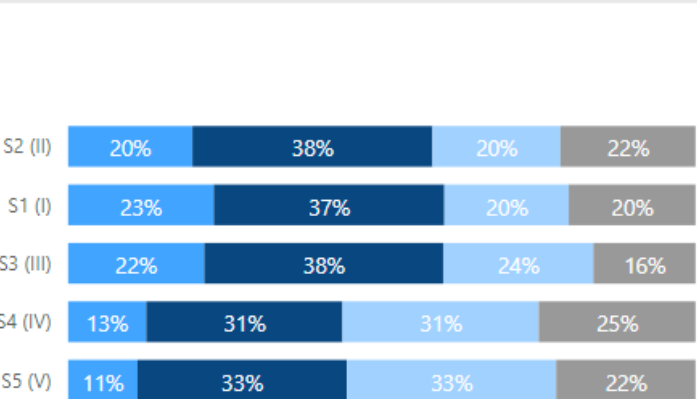
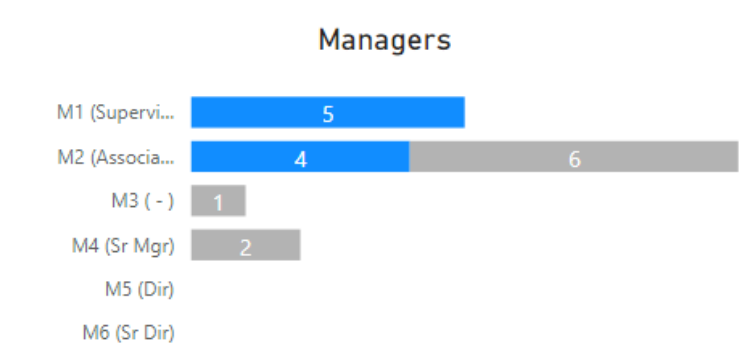
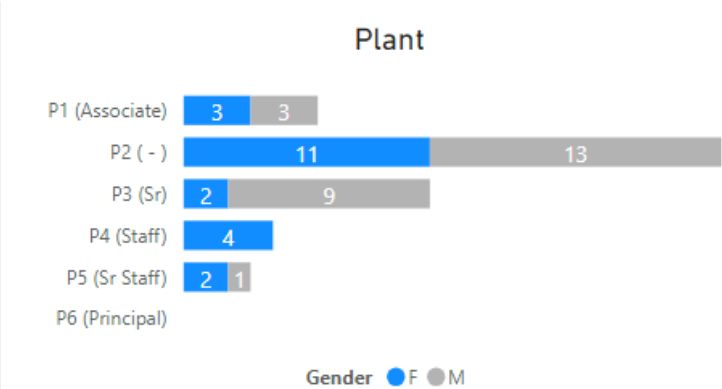
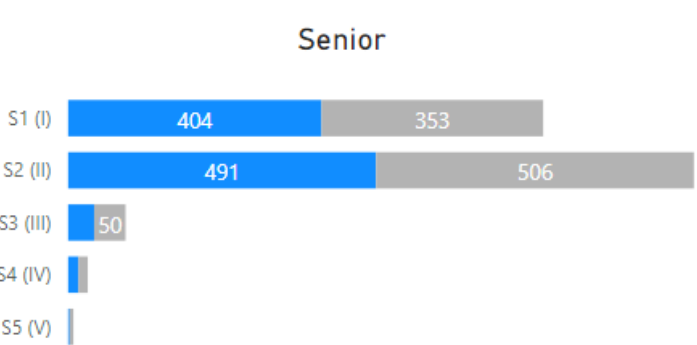


Women

988

Men

965



AS  
410

UNK  
735

URM  
403

WH  
405

# SQL

```
-- This is the main table (d)
SELECT
    _raw.Date_Applied,
    _raw.Applicant_ID,
    _raw.Stage,
    LEFT(_raw.Job_Level) AS Job_Category
    _raw.Job_Level,
    _raw.Department_Code,
    _raw.Job_Position_Code,
    CASE WHEN(YEAR(_raw.Target_Start_Date) = 2021)
        THEN DATEADD(year,-1,_raw.Target_Start_Date)
        ELSE _raw.Target_Start_Date END AS Target_Start_Date,
    CASE WHEN(_raw.Target_Start_Date IS NOT NULL)
        THEN DATEDIFF(day, _raw.Target_Start_Date, _raw.Date_Applied)
        ELSE NULL END AS Hire_days,
    ap.Gender,
    ap.Ethnicity,
    jb.Job,
    jb.Pay_Rate_Type
FROM _raw
LEFT JOIN Gender_Ethnicity ap
    ON raw.Applicant_ID = ap.Applicant_ID
LEFT JOIN job jb
    ON _raw.Job_Position_Code = jb.Job_Position_Code
    AND _raw.Department_Code = jb.Department_Code

-- This table is used to create the Tree Charts.
SELECT
    Job_Category,
    Job_Level,
    Gender,
    Ethnicity,
    COUNT(DISTINCT CASE WHEN Stage = 'Application' THEN Applicant_ID END) AS Application,
    COUNT(DISTINCT CASE WHEN Stage = 'Recruiter Review' THEN Applicant_ID END) AS `Recruiter Review`,
    COUNT(DISTINCT CASE WHEN Stage = 'Interview' THEN Applicant_ID END) AS Interview,
    COUNT(DISTINCT CASE WHEN Stage = 'Offer' THEN Applicant_ID END) AS Offer,
    COUNT(DISTINCT CASE WHEN Stage = 'Hired' THEN Applicant_ID END) AS Hired
FROM d -- Previous table created
GROUP BY 1, 2, 3, 4
```