



My Summer People Analytics Challenge Insight

Plan for High Growth

Ludek Stehlik, Ph.D.

Our challenge: We need to double our size in a year!

How are we doing in terms of hiring?



We offer job to 13.9% of our applicants



76% of job offers are accepted



We actually hire 10.6% of our applicants



We need 65 days to hire a new employee



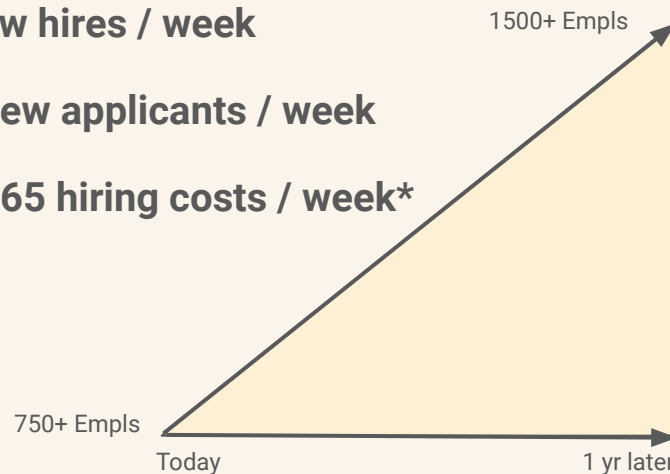
We pay \$3,051 per one new hire*

What happens if nothing changes?

15 new hires / week

142 new applicants / week

\$45,765 hiring costs / week*



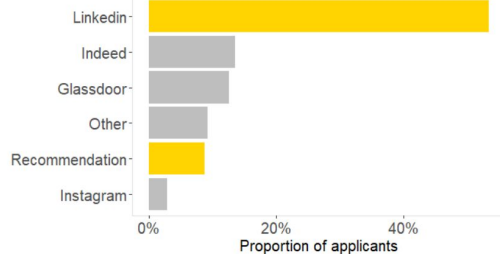
* The estimation of hiring costs is described in more detail in the Appendix.

How to achieve our goal more effectively?

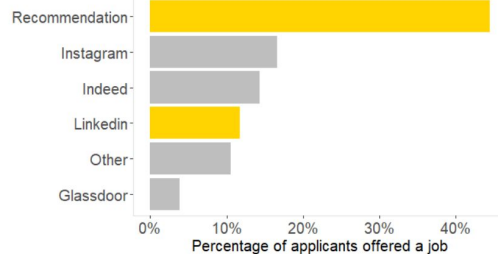
Let's focus more on the most effective hiring sources.

There are two hiring sources - **Recommendation** and **LinkedIn** - that perform well on three crucial aspects of hiring source quality - **number of new hires**, **conversion rate**, and **cost-effectiveness**.

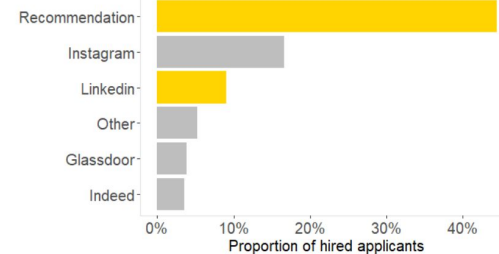
WHAT BRINGS IN THE MOST APPLICANTS?



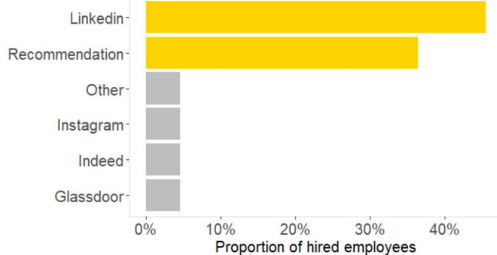
WHAT BRINGS IN THE BEST QUALITY APPLICANTS?



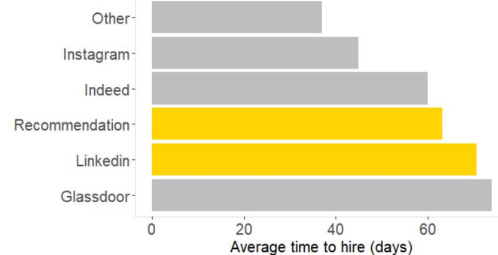
WHAT HAS THE BEST CONVERSION RATIO?



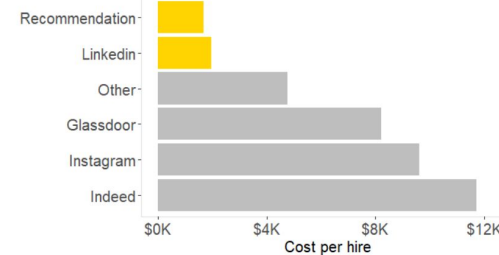
WHAT BRINGS IN THE MOST HIRES?



WHAT'S THE FASTEST?



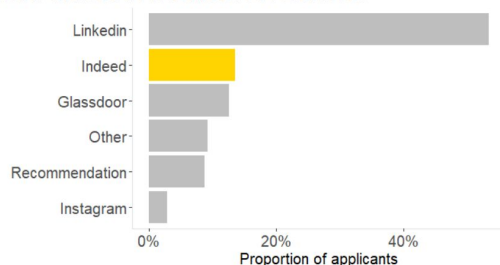
WHAT IS THE MOST COST-EFFECTIVE?



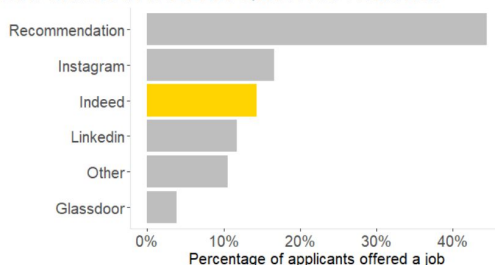
Let's improve also hiring sources that are currently struggling but show promising potential.

Indeed source brings in **quite a lot of applicants** and **high quality applicants** but we have difficulty **converting them into actual hires**.

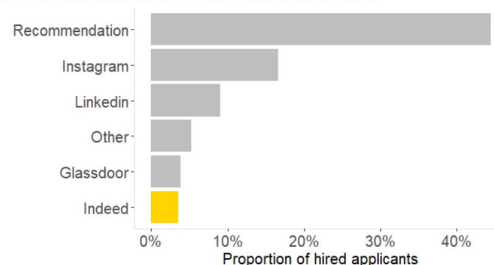
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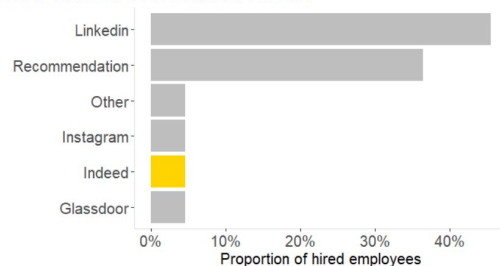
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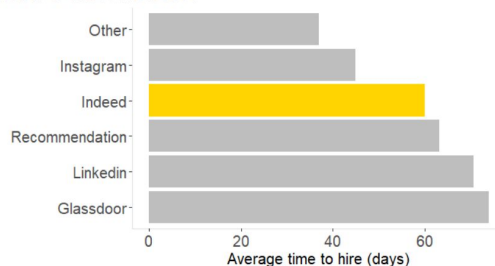
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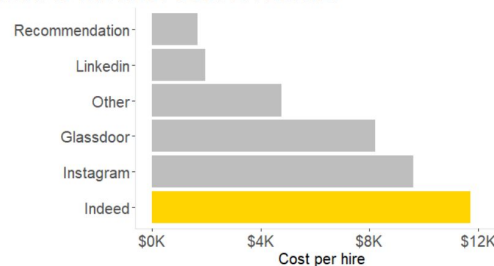
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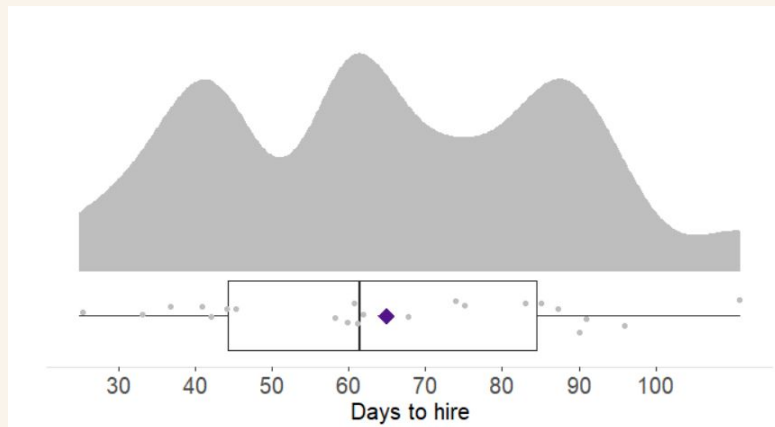
WHAT IS THE MOST COST-EFFECTIVE?



There is also much room for improvement in some aspects of our hiring process in general.

We are slow in hiring new people

In 75% of cases, we need **between 44 and 111 days** to hire a new employee.



Our job offers are quite often rejected

24% of our job offers are rejected.



What should be our next steps?

1

Focusing existing free resources (time, money, people, and effort) **on LinkedIn and Recommendation sources**, our most effective hiring sources.

2

Transferring some of the resources (time, money, people, and effort) **from Glassdoor and Instagram**, our least effective hiring sources, **to LinkedIn and Recommendation sources**.

3

Closer examination of the reasons for rejection of job offers, especially at **Indeed source** where we should try to **improve the acceptance ratio** (possible causes to investigate: non-competitive salary, too long hiring process, poor candidate experience, etc.)

4

Reducing time to hire, especially at LinkedIn and Recommendation sources (possible measures: better pre-employment screening, fast-tracking highly qualified applicants and employee referrals, better communication with hiring managers, automation of some operations, etc.).

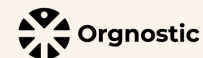
5

Enriching the future analysis of hiring resource efficiency **by role and department** information, as our planned growth is not evenly distributed across roles and departments.

Thank you!

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Appendix

Estimation of hiring costs*

Estimated “selection costs”

- All the costs associated with the selection process - from CV screening to interview with hiring managers.
- \$200 per candidate offered the job (must go through the entire selection process); \$80 for a candidate who has not been offered a job (may go through the entire selection process, but may also end up in the screening phase).

Estimated “reward costs”

- Costs applying only to candidates successfully hired on the recommendation of existing employees (\$1,000 per new hire).

Estimated “sourcing costs”

- Costs of managing individual hiring channels for the last seven months covered in the dummy dataset provided.
- Recommendation: \$3,000, LinkedIn: \$9,000, Indeed: \$9,000, Instagram: \$9,000, Glassdoor: \$6,000, Other: \$3,000.

* For more information on implementing hiring cost estimation, go to the [available analysis script in R](#) (see also the following slide).

Analysis reproducibility

The R script and dummy data used for the analysis can be found on [GitHub](https://github.com/Istehlik2809/People-Analytics-Challenge).

The screenshot shows a GitHub repository page for 'Istehlik2809 / People-Analytics-Challenge'. The repository is public and has 1 branch and 0 tags. The file list includes: 'Ludek Stehlik Materials for analysis' (44786f7, 1 minute ago, 2 commits), '.gitattributes' (Initial commit, 3 minutes ago), 'README.md' (Initial commit, 3 minutes ago), 'Summer People Analytics Challenge ...' (Materials for analysis, 1 minute ago), and 'peopleAnalyticsChallengeAnalysisScri...' (Materials for analysis, 1 minute ago). The README.md file is selected, showing the title 'People Analytics Challenge' and the description 'R script and dataset used for People Analytics Challenge (#2 - Plan for High Growth) from Orgnostic.' The right sidebar shows the 'About' section with the description 'R script and dataset used for People Analytics Challenge (#2 - Plan for High Growth) from Orgnostic.', 0 stars, 1 watching, and 0 forks. The 'Releases' section shows 'No releases published' and a link to 'Create a new release'. The 'Packages' section shows 'No packages published' and a link to 'Publish your first package'.

Istehlik2809 / People-Analytics-Challenge Public

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main 1 branch 0 tags

Go to file Add file Code

Ludek Stehlik Materials for analysis 44786f7 1 minute ago 2 commits

.gitattributes	Initial commit	3 minutes ago
README.md	Initial commit	3 minutes ago
Summer People Analytics Challenge ...	Materials for analysis	1 minute ago
peopleAnalyticsChallengeAnalysisScri...	Materials for analysis	1 minute ago

README.md

People Analytics Challenge

R script and dataset used for People Analytics Challenge (#2 - Plan for High Growth) from Orgnostic.

About

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Readme

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