

# SHRM Benchmarking

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# Talent Access Report

## SELECTION CRITERIA

Industry: Wholesale Trade /  
Retail Trade /  
Transportation & Warehousing

SHRM Benchmarking: Talent Access  
and SHRM Benchmarking: Human  
Capital breakout reports are also  
available. Please visit our website at  
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## A GUIDE TO THE SHRM BENCHMARKING REPORT

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### Understanding the Data

As you compare your own data against other organizations, please keep the following in mind:

1. This report is based on data derived from the SHRM Benchmarking Database, which contains organizational data from a random sample of SHRM members. The report is designed to target companies that closely match the selected criteria to allow for a more focused and comparable analysis and interpretation. Therefore, any interpretations of these data should be kept within this context.
2. A deviation between your figure for any benchmarking measure and the comparative figure is not necessarily favorable or unfavorable; it is merely an indication that additional analyses may be needed. For instance, benchmarking measures that relate more closely to the context of your organization's industry are more descriptive and meaningful than information that is more generic in nature, such as all industries combined. The larger the discrepancy between your figure and those found in this report, the greater the need for additional scrutiny.
3. In cases where you determine that potentially serious deviations do exist, it may be helpful to go back and calculate the same benchmarking measure for your organization over the past several years to identify any trends that may exist.
4. The information in this report should be used as a tool for decision-making rather than an absolute standard. Because companies differ in their overall business strategy, location, organization size and other factors, any two companies can be well-managed yet have great differences in their benchmarking measures. No decision should be made solely based on the results of any one study.

### Working with the Data

The information in this report is designed to be a tool to help you evaluate decisions and activities that affect your organization. When reviewing these data, it is important to realize that business strategy, organizational culture, leadership behaviors and industry pressures are just a few of the many factors that drive various organizational measures. Absolute measures are not meaningful in isolation—they should be compared with one or more measures to determine whether a satisfactory level exists. Other measures, for example, might be your organization's past results in this area or comparatives based on organization size, industry or geographic location.

Each table in the report contains benchmarks in aggregated form. There may be discrepancies between your organization's benchmarks and the average or median numbers for a particular category. It is particularly helpful to communicate to stakeholders that just because your organization has benchmarks that are different from the average or median, it does not mean they are favorable or unfavorable. Rather, they may be the result of a particular total organizational strategy, special circumstances or other business initiatives.

## **Notes**

The data in this report were collected from April to November 2021.

The number of respondents, indicated by "n," is composed of the organizations that responded to the specific benchmark. Therefore, the number of peer organizations may vary from benchmark to benchmark.

Some benchmarks are less frequently collected by organizations or may be more difficult to obtain. Some data are not displayed when there are fewer than five organizations for a specific metric.

## RECRUITMENT

| Tools Used to Source Executive Candidates                          |     |
|--|-----|
| n  | 93  |
| Company website  | 31% |
| Employee referrals   | 47% |
| Executive search firms (i.e., headhunters)                         | 44% |
| In-house executive recruiters                                      | 33% |
| Industry associations  | 20% |
| Internal applicants  | 48% |
| LinkedIn   | 49% |
| Professional contacts / networking                                 | 52% |
| Recruiting websites  | 24% |
| Social media or online advertisements (e.g., Facebook, Craigslist) | 18% |
| Succession plans   | 37% |
| Other  | 4%  |

## RECRUITMENT

### Tools Used to Source Nonexecutive Candidates

|  |     |
|--|-----|
| n  | 102 |
| Company website                          | 92% |
| Employee referrals                       | 95% |
| Job boards (free)                        | 65% |
| Job boards (paid)                        | 78% |
| Job fairs (onsite)                       | 33% |
| Job fairs (virtual)                      | 27% |
| LinkedIn                                 | 65% |
| Networking opportunities                 | 50% |
| On-campus college recruitment            | 25% |
| Online advertisements (e.g., Craigslist) | 27% |
| Print advertisements                     | 32% |
| Radio advertisements                     | 12% |
| Social media (e.g., Facebook, Twitter)   | 69% |
| Staffing agencies: direct hires          | 38% |
| Staffing agencies: temp-to-hire          | 35% |
| Trade publications                       | 10% |
| TV advertisements                        | 4%  |
| Other                                    | 5%  |

## RECRUITMENT

| Position Responsible for Recruiting Applicants for: |                           |                              |
|---|---------------------------|------------------------------|
|   | Executive<br>Job Openings | Nonexecutive<br>Job Openings |
| n   | 99                        | 101                          |
| Hiring manager                                      | 17%                       | 12%                          |
| HR generalist                                       | 27%                       | 42%                          |
| In-house recruiter                                  | 23%                       | 40%                          |
| Third-party recruiter / staffing agency             | 15%                       | 4%                           |
| Other   | 11%                       | 3%                           |

|  | n   |     |
|--|-----|-----|
| Percentage of organizations with dedicated recruiters (employees of the company) | 102 | 64% |

|  | n  | 25th<br>Percentile | Median | 75th<br>Percentile | Average |
|--|----|--------------------|--------|--------------------|---------|
| Requisitions per recruiter (organizations with dedicated recruiters) | 49 | 4                  | 25     | 54                 | 62      |



## RECRUITMENT

|                         | n  | 25th Percentile | Median   | 75th Percentile | Average  |
|-------------------------|----|-----------------|----------|-----------------|----------|
| Cost-per-hire           | 30 | \$267           | \$814    | \$6,333         | \$4,705  |
| Executive cost-per-hire | 11 | \$1,778         | \$10,375 | \$70,000        | \$27,684 |

## SELECTION

| Selection Techniques Used to Assess:  | Executive-Level Candidates | Middle Management Candidates | Nonmanagement / Individual Contributor Candidates |
|---------------------------------------|----------------------------|------------------------------|---|
| n                                     | 93                         | 97                           | 98  |
| Assessment centers                    | 1%                         | 2%                           | 1%  |
| Background checks                     | 69%                        | 71%                          | 71%   |
| Behavior or personality assessments   | 43%                        | 34%                          | 29%   |
| Behavioral interviews                 | 51%                        | 48%                          | 37%   |
| Cognitive skills assessments          | 17%                        | 14%                          | 15%   |
| Competency-based interviews           | 40%                        | 38%                          | 36%   |
| Drug screenings                       | 49%                        | 47%                          | 56%   |
| Group interviews                      | 27%                        | 18%                          | 16%   |
| In-person interviews                  | 82%                        | 88%                          | 79%   |
| Knowledge testing                     | 17%                        | 20%                          | 19%   |
| One-on-one interviews                 | 65%                        | 64%                          | 62%   |
| Panel interviews                      | 56%                        | 44%                          | 36%   |
| Phone screenings                      | 43%                        | 57%                          | 58%   |
| Realistic job previews                | 20%                        | 19%                          | 14%   |
| References                            | 47%                        | 44%                          | 33%   |
| Simulation exercises                  | 9%                         | 3%                           | 5%  |
| Stress interviews                     | 3%                         | 1%                           | 0%  |
| Structured interviews                 | 28%                        | 32%                          | 27%   |
| Technical skills assessments          | 14%                        | 11%                          | 15%   |
| Unstructured interviews               | 13%                        | 13%                          | 11%   |
| Virtual / video conference interviews | 41%                        | 34%                          | 35%   |
| Work sample interviews                | 6%                         | 2%                           | 4%  |
| Other                                 | 4%                         | 4%                           | 4%  |

## SELECTION

|   | n   |     |
|---|-----|-----|
| Percentage of organizations using automated pre-screening | 101 | 31% |

| Executives                  | n  | 25th Percentile | Median | 75th Percentile | Average |
|-----------------------------|----|-----------------|--------|-----------------|---------|
| Acceptance rate             | 44 | 83%             | 100%   | 100%            | 91%     |
| Positions externally filled | 45 | 50%             | 100%   | 100%            | 76%     |
| Positions internally filled | 45 | 0%              | 0%     | 50%             | 24%     |

| Nonexecutives               | n  | 25th Percentile | Median | 75th Percentile | Average |
|-----------------------------|----|-----------------|--------|-----------------|---------|
| Acceptance rate             | 86 | 81%             | 96%    | 100%            | 90%     |
| Positions externally filled | 80 | 83%             | 96%    | 100%            | 87%     |
| Positions internally filled | 80 | 0%              | 4%     | 17%             | 13%     |

## SELECTION

| Executives   | n  | 25th Percentile | Median  | 75th Percentile | Average |
|--------------|----|-----------------|---------|-----------------|---------|
| Time-to-fill | 52 | 21 days         | 30 days | 60 days         | 47 days |

| Nonexecutives                              | n  | 25th Percentile | Median  | 75th Percentile | Average |
|--|----|-----------------|---------|-----------------|---------|
| Time-to-fill                               | 61 | 24 days         | 38 days | 65 days         | 47 days |
| Position open to position approved-to-fill | 71 | 1 day           | 5 days  | 30 days         | 17 days |
| Position approved-to-fill to job posted    | 70 | 1 day           | 2 days  | 7 days          | 7 days  |
| Job posted to screening started            | 71 | 2 days          | 5 days  | 10 days         | 6 days  |
| Screen applicants                          | 71 | 3 days          | 5 days  | 10 days         | 7 days  |
| Conduct interviews                         | 72 | 5 days          | 5 days  | 14 days         | 9 days  |
| Make final decision and extend offer       | 71 | 1 day           | 3 days  | 5 days          | 5 days  |
| Offer to acceptance                        | 73 | 1 day           | 2 days  | 5 days          | 5 days  |

## QUALITY OF HIRE

|   | n   |     |
|---|-----|-----|
| Percentage of organizations measuring quality of hire | 101 | 26% |

| Quality of Hire Measures Used by Organizations |     |
|--|-----|
| n  | 26  |
| 360-degree feedback score                      | 19% |
| Average bonus                                  | 15% |
| Customer service score                         | 31% |
| Error rate in performance                      | 31% |
| Inclusion in succession plan(s)                | 12% |
| Interview to performance relationship          | 54% |
| Number of awards                               | 0%  |
| Performance appraisal score                    | 54% |
| Profit contribution                            | 15% |
| Promotion rate                                 | 19% |
| Rate of salary increase                        | 15% |
| Retention rate                                 | 38% |
| Talent scorecard                               | 23% |
| Other  | 0%  |

## SKILLS TRAINING / DEVELOPMENT

|   | n   |     |
|---|-----|-----|
| Percentage of organizations offering skills training resources and/or opportunities | 102 | 67% |

|   | n  | 25th Percentile | Median | 75th Percentile | Average |
|---|----|-----------------|--------|-----------------|---------|
| Percentage of total operating expenses spent on skills training | 68 | 2.5%            | 5.0%   | 10.0%           | 6.8%    |

| Types of Skills Needed |     |
|------------------------|-----|
| n                      | 102 |
| Basic skills           | 43% |
| Soft / people skills   | 79% |
| Technical skills       | 65% |

## SKILLS TRAINING / DEVELOPMENT

| Basic Skills Needed         |     |
|-----------------------------|-----|
| n                           | 44  |
| Attentiveness               | 48% |
| Basic computer skills       | 43% |
| Basic math skills           | 20% |
| Interpersonal communication | 73% |
| Motivation / initiative     | 77% |
| Organizational skills       | 34% |
| Punctuality                 | 55% |
| Reading ability             | 11% |
| Reliability                 | 52% |
| Social skills               | 45% |
| Teamwork                    | 73% |
| Other basic skills          | 7%  |

## SKILLS TRAINING / DEVELOPMENT

| Soft / People Skills Needed                |     |
|--|-----|
| n  | 81  |
| Ability to handle complexity and ambiguity | 60% |
| Business-to-business (B2B) communication   | 22% |
| Business-to-consumer (B2C) communication   | 21% |
| Conflict resolution                        | 67% |
| Critical thinking                          | 63% |
| Customer service                           | 69% |
| Emotional intelligence                     | 65% |
| Flexibility and agility                    | 49% |
| Innovation and creativity                  | 38% |
| Leadership                                 | 80% |
| Learning agility                           | 25% |
| Negotiation                                | 23% |
| Problem-solving skills                     | 65% |
| Research skills                            | 19% |
| Strategic planning                         | 54% |
| Time management                            | 58% |
| Verbal communication                       | 65% |
| Written communication                      | 56% |
| Other soft skills                          | 2%  |



## SKILLS TRAINING / DEVELOPMENT

| Technical Skills Needed          |     |
|----------------------------------|-----|
| n                                | 65  |
| Advanced computer skills         | 57% |
| Advanced mathematical skills     | 8%  |
| Bilingual or multilingual skills | 20% |
| Creative software skills         | 23% |
| Data analytics / data science    | 45% |
| Database management              | 31% |
| Marketing skills                 | 25% |
| Project management skills        | 54% |
| Trade skills                     | 45% |
| Other technical skills           | 17% |

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## TALENT ACCESS GLOSSARY OF METRIC TERMS, DEFINITIONS AND CALCULATIONS

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### Statistical Definitions

#### **“n”**

The letter “n” in tables and figures indicates the number of respondents available for each metric. In other words, when it is noted that n=25, it indicates the number of respondents available was 25.

#### **Percentile**

The percentile is the percentage of responses in a group that have values less than or equal to that particular value. For example, when data are arranged from lowest to highest, the 25th percentile is the point at which 75% of the data are above it and 25% are below it.

#### **Median (50th percentile)**

The median is the midpoint of the set of numbers or values arranged in ascending order. It is recommended that the median be used as a basis for all interpretations of the data when the average and median are discrepant.

#### **Average**

The average is the sum of the responses divided by the total number of responses. It is also known as the mean. This measure is affected more than the median by the occurrence of outliers (extreme values). For this reason, the average reported may be greater than the 75th percentile or less than the 25th percentile.

### Job Types and Positions

#### **FTE**

FTE is an abbreviation for full-time equivalent. Full-time equivalents represent the total labor hours invested. For the purposes of this report, full-time employees were each assigned the value of “1” and part-time employees were each assigned the value of “0.5” to better estimate total labor hours invested, resulting in the FTE total. Converting the number of employees to FTEs provides a more accurate understanding of the level of effort being applied in an organization.

## HR FTEs

HR FTEs is the number of full-time HR equivalents that support the HR function for an organizational level. The primary responsibilities of these staff are directly HR-related, such as, but not limited to, administrative support directly related to HR, benefits, compensation, diversity, generalist, HRIS and recruiting.

## Executive

Executive-level job positions are at the highest level of the organization and are responsible for managing at the organizational level by providing the overall direction of the organization and establishing policies and strategies. Examples of executive-level management job positions include CEO, CHRO, COO and CFO.

## Middle Management

Middle-management positions may report to the executive level and have employees who report directly to them. Middle-management employees are responsible for overseeing products or services at the regional or divisional level. They are also responsible for implementing company strategy and policies. Examples of middle-management job positions include director, people manager and supervisor.

## Nonmanagement / Individual Contributors

Nonmanagement / individual contributors are salaried or hourly-paid employees who do not have direct reports. They are responsible for the tasks within their role and may be considered exempt or non-exempt from Fair Labor Standards Act (FLSA) rules and regulations. Examples of these job positions include analyst, nurse, engineer, assistant, coordinator, specialist, etc.

## HR Generalists

The HR generalist supports management on a broad range of HR-related duties and may recruit on behalf of the organization as one part of his or her job responsibilities.

## In-House Recruiters

The in-house recruiter's primary responsibility in the organization's HR department is to source new candidates to fill open positions.

## Third-Party Recruiter / Staffing Agency

The third-party recruiter / staffing agency is a recruiter or staffing agency that recruits on behalf of the organization.

## Hiring Manager

The hiring manager is the person who requests that a job position be filled and the person to whom the newly hired employee will directly report.

## Recruitment

### Tools Used to Source Executive Candidates

- Company website
- Employee referrals
- Executive search firms (i.e., headhunters)
- In-house executive recruiters
- Industry associations
- Internal applicants
- LinkedIn
- Professional contacts / networking
- Recruiting websites
- Social media or online advertisements (e.g., Facebook, Craigslist)
- Succession plans

### Tools Used to Source Nonexecutive Candidates

To manage a higher requisition load, recruiters may prefer to use sources that yield a higher percentage of quality candidates in the hope of lessening the amount of time spent on the pre-screening process. Sourcing tools include:

- Company website
- Employee referrals
- Job boards (free)
- Job boards (paid)
- Job fairs (onsite)
- Job fairs (virtual)
- LinkedIn
- Networking opportunities
- On-campus college recruitment
- Online advertisements (e.g., Craigslist)
- Print advertisements
- Radio advertisements
- Social media (e.g., Facebook, Twitter)
- Staffing agencies: direct hires
- Staffing agencies: temp-to-hire
- Trade publications
- TV advertisements

### Position Responsible for Recruiting Applicants for Executive Job Openings

The job position that is primarily responsible for recruiting applicants for executive-level job openings.

## Position Responsible for Recruiting Applicants for Nonexecutive Job Openings

The job position that is primarily responsible for recruiting applicants for nonexecutive job openings.

## Percentage of Organizations with Dedicated Recruiters

The percentage of organizations with recruiters who work as direct employees of the organization (i.e., they are on the organization's payroll).

## Requisitions per Recruiter (Organizations with Dedicated Recruiters)

Requisitions per recruiter is the average number of requisitions a recruiter is responsible for in a year in organizations with at least one dedicated recruiter.

## Cost-Per-Hire

Cost-per-hire represents the costs involved with a new hire. These costs may include the sum of third-party agency fees, advertising agency fees, job fair costs, online job board fees, employee referral costs, travel costs of applicants and staff, relocation costs, recruiter pay and benefits, and talent acquisition system costs divided by the number of hires.

## Executive Cost-Per-Hire

Executive cost-per-hire represents the costs involved with a new executive hire. These costs may include the sum of third-party agency fees, advertising agency fees, job fair costs, online job board fees, employee referral costs, travel costs of applicants and staff, relocation costs, recruiter pay and benefits, and talent acquisition system costs divided by the number of executive hires.

## Recruitment-Expenses-to-Overall-Expenses Ratio

This is the ratio of an organization's total expenses dedicated to recruitment to the organization's overall expenses. The recruitment expenses may include pay and benefits for the recruiting team, third-party agency fees, background check costs, advertising costs, job fair costs, online job board costs, employee referral costs, travel costs of applicants and staff, relocation costs, and technology infrastructure (talent acquisition systems) expenses.

## Selection

### Selection Techniques Used to Assess Candidates

- **Assessment center**—a standardized measurement of skills and/or behavior usually using a variety of tests and evaluations such as intelligence tests, personality tests, job-related simulations, etc.

- **Background check**—an investigative process used to verify an applicant’s reported history, often including education, employment, past addresses, criminal records, financial records, etc.
- **Behavior or personality assessment**—a standardized instrument, such as a personality test or a questionnaire (e.g., Predictive Index), used to reveal aspects of an individual’s character. Some organizations choose to use this technique to test for person-organization fit or culture fit.
- **Behavioral interview**—a job interview technique in which the applicant is asked to describe examples of past behavior in work situations. The candidate’s past job performance is used as an indicator of the applicant’s expected performance in the position for which he or she is being considered.
- **Cognitive skills assessment**—an assessment used to measure a variety of cognitive abilities (e.g., verbal, mathematical, reasoning, etc.).
- **Competency-based interview**—candidates are asked questions that are linked to specific competencies needed in the role and/or organization. The questions are designed to have the interviewee give an example of tasks he or she has performed in the past and the outcomes of those tasks.
- **Drug screening**—a test analyzing an applicant’s urine, blood, or other biological indicators to determine whether the applicant has used certain drugs.
- **Group interview**—an interview process in which multiple interviewees are interviewed at the same time.
- **In-person interview**—a common type of interview in which the applicant and interviewer(s) are in the same place and conduct the interview face-to-face.
- **Knowledge testing**—a standardized test to determine a person’s knowledge of a subject or field.
- **One-on-one interview**—a common type of interview in which an applicant is interviewed individually by one interviewer.
- **Panel interview**—an interviewing strategy in which the applicant is interviewed by multiple people at once.

- **Phone screening**—a selection technique to determine if the applicant has the qualifications needed to do the job for which the company is hiring. A phone screening is typically conducted before a job interview.
- **Realistic job preview**—a process by which an organization shows an applicant the critical components of a job to provide the applicant with an accurate understanding of what being in the job would be like.
- **References**—written or verbal recommendations typically given by a candidate’s former or current supervisors, employers, colleagues or professors.
- **Simulation exercise**—a type of interactive assessment that places the applicant into a replicated job-relevant situation and tests his or her ability to effectively handle that situation.
- **Stress interview**—an interviewing technique in which an applicant is deliberately placed in a stressful situation and evaluated based on how he or she reacts to the stress (e.g., an intimidating interviewer, having to complete multiple tasks, aggressive interviewer attitudes, puzzles, etc.). This technique is often used for positions in which an incumbent frequently faces stress on the job.
- **Structured interview**—an interview in which candidates are asked the same predetermined questions in the same order. All responses given by the candidates are evaluated using the same rating scale.
- **Technical skills assessment**—an assessment used to measure a skill specific to that field or profession.
- **Unstructured interview**—an interview in which there is not a specific set of predetermined questions, although the interviewers may have certain topics in mind that they wish to cover during the interview. Unstructured interviews may flow like an everyday conversation and tend to be more informal and open-ended.
- **Virtual / video conference interview**—an interview that takes place through an online video platform such as Webex or Zoom.
- **Work sample interview**—a type of interview in which the applicant is given a specific job-related task to complete (e.g., writing, editing, programming, etc.) to serve as an example of his or her work and is evaluated based on his or her performance of the task.

## Percentage of Organizations Using Automated Pre-Screening

The percentage of organizations that use automated prescreening tools to review job applicants' resumes during the screening process. These tools perform actions such as scanning resumes for keywords pertaining to the job description.

## Acceptance Rate

The ratio of the total number of full-time and part-time job acceptances an organization received from job candidates to the total number of full-time and part-time offers of employment an organization extended to job candidates.

## Positions Externally Filled

The percentage of full-time and part-time open positions in an organization that were filled with candidates not already employed by the organization.

## Positions Internally Filled

The percentage of full-time and part-time open positions in an organization that were filled with candidates already employed by the organization in other positions.

## Time-to-Fill

Time-to-fill represents the number of days from the time the job requisition was opened to the time the offer was accepted by the candidate. This number is calculated using calendar days, including weekends and holidays.

## Position Open to Position Approved-to-Fill

The number of days from the time the requisition was opened to the time the requisition was approved.

## Position Approved-to-Fill to Job Posted

The number of days from the time the requisition was approved to the time the job was posted.

## Job Posted to Screening Started

The number of days from the time the job was posted to the time the candidate screenings started.

## Screen Applicants

The number of days it took to screen all job applicants.

## Conduct Interviews

The number of days it took to conduct all interviews for all job candidates.



## Make Final Decision and Extend Offer

The number of days from the end of the interviews to when final decisions on job candidates were made and offers were extended.

## Offer to Acceptance

The number of days from the time an employment offer was extended to job candidates to the time candidates accepted the offer.

## Quality of Hire

### Percentage of Organizations Measuring Quality of Hire

The percentage of organizations that track the value a new hire provides to the organization.

### Quality of Hire Measures Used by Organizations

- **360-degree feedback scores**—the total combined scores from a 360-degree feedback tool (i.e., total score is the aggregate of all rater groups). Raters may include the employee, the employee's supervisor(s), peers, direct reports and/or customers.
- **Average bonus**—the percentage of an employee's total salary awarded in bonuses.
- **Customer service score**—the aggregate score of all ratings given to an employee by customers (e.g., in retail, customers are often given the opportunity to rate their experience with the employee who helped them).
- **Error rates in performance**—formally documented errors in performance (e.g., errors in manufacturing plants that result in decreased output, low student achievement scores for teachers, etc.).
- **Inclusion in succession plan(s)**—whether an employee is included in succession plans.
- **Interview to performance relationship**—the relationship between an employee's interview scores and actual performance appraisal / evaluation scores.
- **Number of awards**—achievements and awards given to the new hire in the first year of employment and/or subsequent years.
- **Performance appraisal score**—a total rating given during a performance review by an employee's supervisor(s).

- **Profit contribution**—the proportion of an employee’s annual sales revenue relative to the organization’s sales revenue in that same year.
- **Promotion rate**—how quickly an employee is promoted.
- **Rate of salary increase**—how quickly an employee is given a salary increase.
- **Retention rate**—how long an employee remains employed with the organization.
- **Talent scorecard**—total performance measured by items such as key performance indicators, feedback, etc.

## Skills Training / Development

### Percentage of Organizations Offering Skills Training Resources and/or Opportunities

The percentage of organizations that offer any kind of skills training resources and/or opportunities for employees intended to maintain and/or acquire new skills. This does not include training conducted only for compliance purposes.

### Percentage of Total Operating Expenses Spent on Skills Training

The percentage of an organization’s total operating expenses that are spent specifically on employee skills training intended to maintain and/or acquire new skills. This does not include training costs incurred only for compliance purposes.

### Types of Skills Needed

- **Basic Skills**—the basic and essential abilities such as reading, writing, basic math, general communication, etc. that enable workers to be successful in a workplace.
- **Soft / People Skills**—the behavioral and interpersonal skills related to how an employee interacts with others and generally completes their work.
- **Technical Skills**—the specific knowledge, abilities, or expertise necessary for a worker to perform a specific or specialized job or task, also commonly known as “hard skills.”

### Basic Skill Types

- **Attentiveness**—the ability to pay close attention to whatever is happening or being discussed.
- **Basic Computer Skills**—the essential understanding and ability necessary to use a computer and to complete fundamental tasks applicable to most workplaces on a computer, such as word processing, using the Internet, etc.

- **Basic Math Skills**—the ability to use essential core mathematical concepts such as addition, subtraction, multiplication, division, percentages, decimals, fractions, etc.
- **Interpersonal Communication**—the general ability to understand ideas and information from others as well as convey ideas and information to others through verbal and non-verbal means.
- **Motivation / Initiative**—the desire to get something accomplished or achieved, often shown by independently initiating action.
- **Organizational skills**—the ability to create an order and structure around work to be accomplished for the purpose of efficiently and effectively pursuing a specific outcome.
- **Punctuality**—the act of being on time.
- **Reading Ability**—the ability to read, understand and interpret meaning from written text.
- **Reliability**—the act of behaving or performing in a consistent and expected manner.
- **Social Skills**—the ability to successfully interact with others both verbally and non-verbally.
- **Teamwork**—the ability to successfully interact and work together within a group of individuals to achieve a specific goal.

## Soft / People Skill Types

- **Ability to Handle Complexity and Ambiguity**—the ability to cope with complicated, intricate, or difficult-to-understand information that may also be uncertain and have multiple interpretations or potential options.
- **B2B Communication (Business-to-Business)**—the knowledge and ability to successfully understand ideas and information from other businesses as well as convey ideas and information to other businesses for the purpose of working with one another.
- **B2C Communication (Business-to-Consumer)**—the knowledge and ability to successfully understand ideas and information from customers as well as convey ideas and information to customers for the purpose of selling services and/or products directly to the consumer.
- **Conflict Resolution**—the ability to work with another person to settle or solve a disagreement.

- **Critical Thinking**—the ability to objectively conceptualize, analyze, understand and evaluate information to make a judgment or decide upon an action.
- **Customer Service**—the ability to provide helpful advice and assistance to consumers of a company’s services or products.
- **Emotional Intelligence**—the ability to be aware of, understand, manage and express emotions in order to effectively communicate and positively manage interpersonal relationships.
- **Flexibility and Agility**—the ability to adjust, compromise or change plans based on new information, changing circumstances or leadership direction.
- **Innovation and Creativity**—the ability to successfully come up with new and inventive ideas, processes, products or services.
- **Leadership**—the ability to successfully influence, guide and motivate a group of individuals for the purpose of achieving a goal.
- **Learning Agility**—the ability to learn something in one setting and then apply that learning to another setting or in a new way.
- **Negotiation**—the ability to manage business or interpersonal disagreements or needs and reach a mutually beneficial resolution.
- **Problem Solving Skills**—the ability to define and determine the cause of an issue, identify and select potential solutions and successfully implement a solution.
- **Research Skills**—the ability to find, organize, evaluate, prioritize and present data or information relevant to the desired topic or problem being faced.
- **Strategic Planning**—the ability to set overall priorities and objective goals as well as create plans to achieve them.
- **Time Management**—the ability to effectively plan and use one’s available time to productively pursue activities or goals.
- **Verbal Communication**—the ability to verbally convey information in a clear and concise manner.
- **Written Communication**—the ability to convey information in a clear and concise manner using the written word, such as through written reports, emails, instructions, etc.

## Technical Skill Types

- **Advanced Computer Skills**—the understanding and ability necessary to complete complex and specific tasks on a computer, which often require specialized knowledge (e.g., programming, information technology, databases, etc.).
- **Advanced Mathematical Skills**—the ability to understand and use complex mathematical concepts (e.g., calculus, trigonometry, statistics, etc.).
- **Bilingual or Multilingual Skills**—the ability to effectively understand, speak, read, and/or write two or more languages.
- **Creative Software Skills**—the ability to use specific creative software programs (e.g., Adobe Creative) to create, design and modify both audio and visual resources.
- **Data Analytics / Data Science**—the ability to use specialized data software and systems to clean, aggregate, organize, transform, analyze and model raw data to extract relevant and meaningful information.
- **Database Management**—the knowledge and ability to use specialized systems to manage and organize incoming data as well as manipulate the data to be extracted in a useful manner by other users or programs.
- **Marketing Skills**—the knowledge and skills necessary to effectively communicate a company’s products or services to potential consumers, as well as communicate the interests, desires and needs of potential consumers to the company.
- **Project Management Skills**—the knowledge and ability to successfully coordinate projects from the beginning to completion, including task organization, timeline management, communication, commitment building, conflict resolution, etc.
- **Trade Skills**—the ability and expertise to perform specific tasks usually requiring specialized knowledge and/or the ability to use specialized tools, often learned through trade schools or technical programs (e.g., welding, electronics, plumbing, etc.).