



# Анализ источников найма и KPIs для команды рекрутинга

**Andrei Pretkel, EPAM Systems**

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# Andrei Pretkel, Software Engineer and Analyst

- Минск, БГУИР 2005, ФКСиС, Информатика
  - Математик - Системный Программист
  - Диплом «Алгоритмы и программы психоакустической стимуляции»
- EPAM Systems 2004+, Senior Manager:
  - Functional Testing
  - Test Automation/ETL/DevOps, Java/Linux/Oracle
  - Resource Manager
  - TA Analytics, TA Office: Tools, BI & Analytics, Processes, Cost Tracking
  - Project & Program Manager
- “EPAM Rock Star & Mr Privet” 😊 © Rajeev Bhat, VP of Talent Acquisition, EPAM Systems



# «нАйТи ответ!» 2016 - Agenda

1. Наш подход к трэкингу эффективности источников найма
2. Наиболее эффективные источники найма в СНГ и Европе
3. Какие у нас есть роли (помимо рекрутеров) в команде ТА
4. Какие метрики мы использует для трэкинга продуктивности членов команды и ТА сервиса
5. Как мы собираем обратную связь

# Source Tracking – Simple!

- 1 5 main source groups
- 2 100+ sources
- 3 Position-Event based
- 4 All team is in the system

### Requisition-Specific Candidate's details


\* Recruiter: Pretkel Andrei ▼

Candidate is attached by:  
(Researcher) Soroka Victor ▼

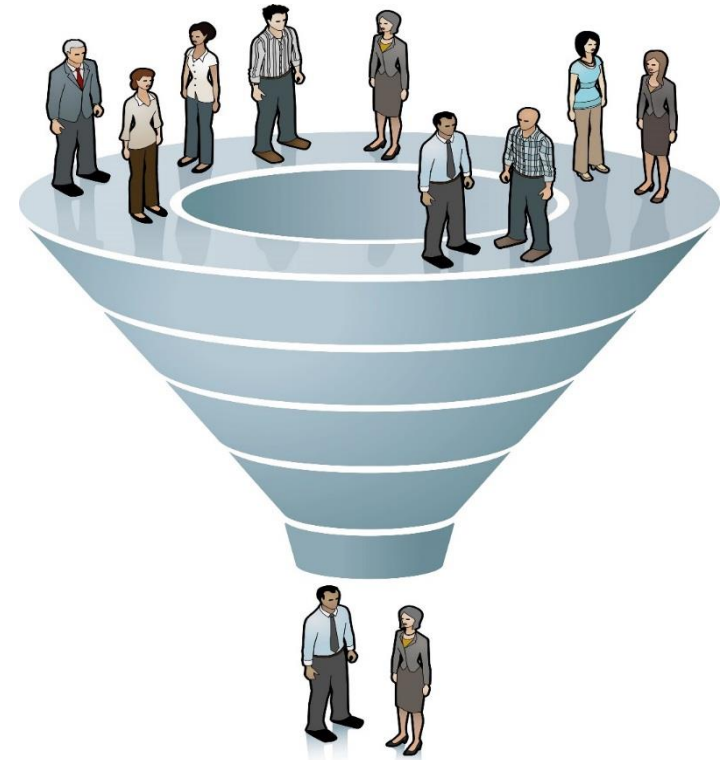
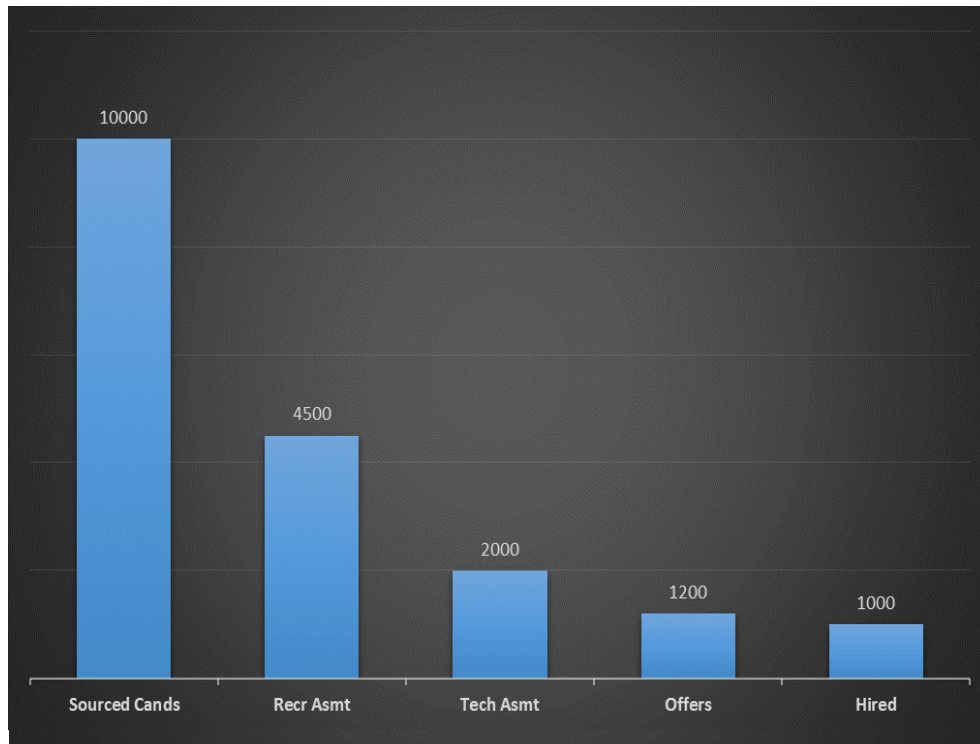
All Job Post Active Recruitment Internal Src Oth

\* Source:  
External IT event  
External Referral  
Freelance Recruiters  
High Tech Park Trainings  
Job Bank  
Job Fair

Candidate Type: External ▼

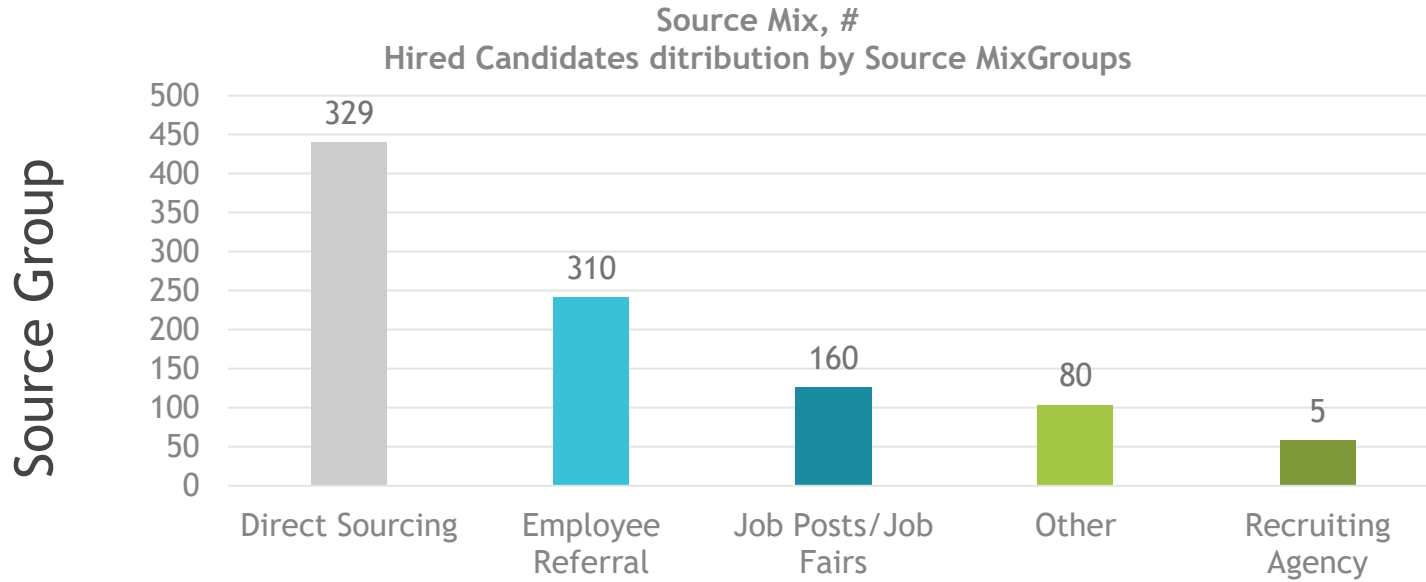
Start Date for this Requisition: 06/03/2016 

# HIRING FLOW





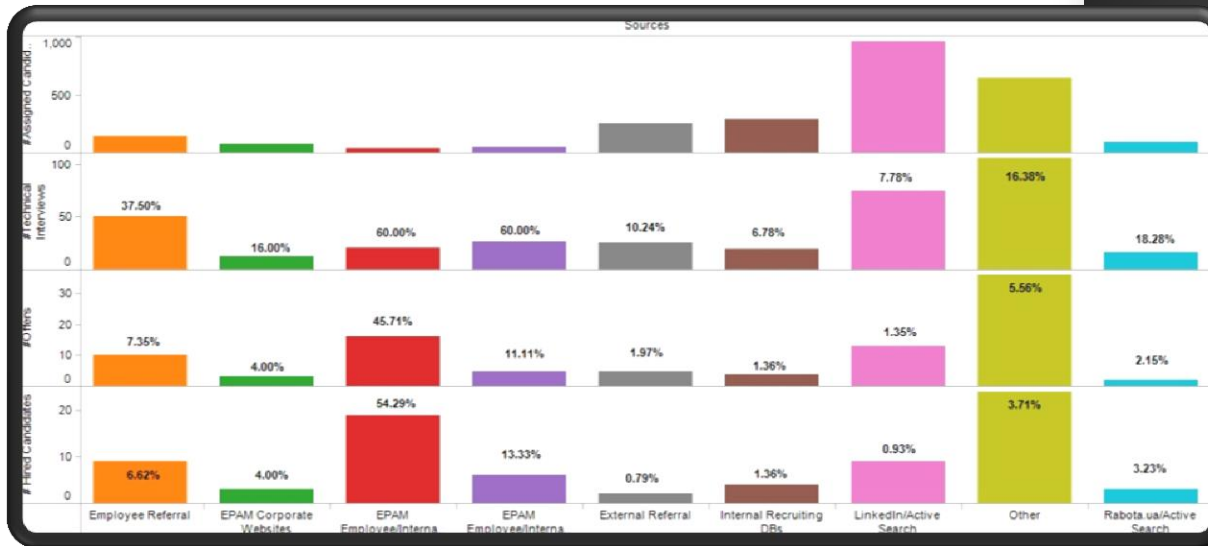
# Source Tracking – Event Based



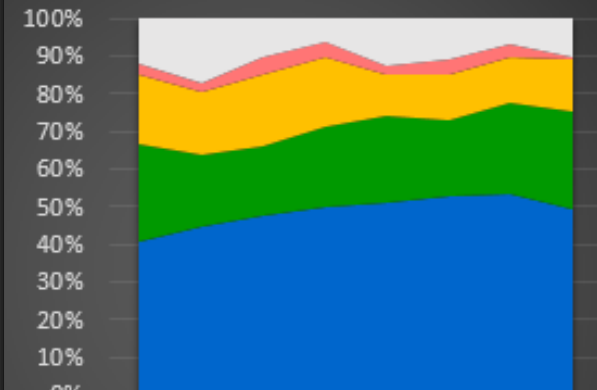
Specific Source

Row Labels	#Assign	#Technical/Manager interview	#Offer	#Joining	Conversion Rate
Employee Referral	2054	871	429	375	26.3%
Internal Recruiting DBs	5141	782	352	281	7.5%
LinkedIn/Active Search	10146	567	291	229	8.3%
Direct contact to recruiter	999	223	127	117	11.7%
EPAM Corporate Websites	738	128	53	50	6.8%
Djinni/Active Search	117	45	13	13	15.1%

# SOURCE ANALYSIS



Source mix, %



	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Recruiting agency	2%	2%	5%	4%	2%	4%	3%	0%
Job posts/ Job fairs	19%	16%	19%	19%	11%	12%	12%	14%
Employee referral	26%	20%	18%	22%	23%	21%	24%	26%
Direct sourcing	41%	45%	48%	50%	51%	53%	54%	49%

# SOURCE ANALYSIS 2014-2015

Country	Source Group	2014 Hire Rate	2015 Hire Rate	H.Rate YoY	mix 2014	mix 2015	Mix YoY
Belarus	Active Recruitment	5%	7%	2%	29%	25%	-3%
	EPAM Internal Sources	7%	8%	1%	35%	25%	-10%
	Job Post	13%	15%	1%	9%	10%	1%
	Reference/Events/Other	25%	28%	3%	27%	40%	12%
Poland	Active Recruitment	5%	5%	-1%	41%	45%	4%
	EPAM Internal Sources	11%	6%	-5%	12%	15%	3%
	Job Post	12%	5%	-7%	18%	15%	-3%
	Reference/Events/Other	17%	9%	-8%	29%	25%	-4%
Russia	Active Recruitment	2%	4%	2%	40%	29%	-11%
	EPAM Internal Sources	2%	4%	2%	7%	7%	1%
	Job Post	8%	13%	5%	15%	21%	7%
	Reference/Events/Other	15%	26%	11%	39%	43%	3%
Ukraine	Active Recruitment	2%	3%	0%	24%	25%	1%
	EPAM Internal Sources	4%	7%	3%	33%	26%	-7%
	Job Post	8%	7%	0%	8%	9%	1%
	Reference/Events/Other	11%	13%	2%	35%	40%	4%

2014+2015 - BY, PL, RU, UA:

- 48000+ unique candidates considered

- 4300+ hires done



# SOURCE ANALYSIS 2014-2015: TOP Sources

Country	Hire Rate 2014-2015	Source
Belarus	60%-75%	EPAM Labs & Trainings
	30%-45%	Direct contact to recruiter
	15%-30%	Employee Referral
	15%-30%	External Referral
	15%-30%	EPAM Corporate Websites
Poland	15%-30%	Employee Referral
Russia	45%-60%	EPAM Labs & Trainings
	45%-60%	Direct contact to recruiter
	15%-30%	Recruiting Agency
	15%-30%	Employee Referral
Ukraine	15%-30%	EPAM Labs & Trainings
	15%-30%	Employee Referral

Sources with  
**10+**  
HIRES

(2014+2015)

OVER  
**4100**  
HIRES

(2014+2015)

# MAIN ROLES IN TA TEAM

1

## TEAM LEADER

- Responsible for overall team productivity
- Managing the demand

2

## RECRUITER

- Individual Contributor
- Discipline focused

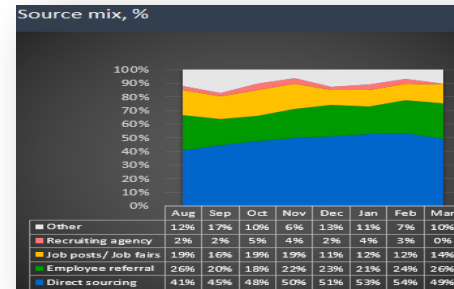
3

## RESEARCHER

- Responsible for profiles pipeline generation (for Recruiter)
- Doesn't approach the candidates

# KPIs

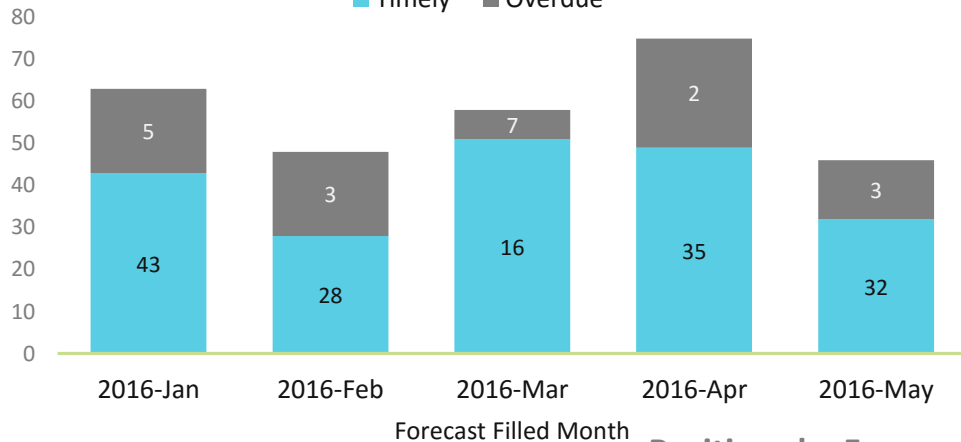
1. Productivity
2. Cycle Time (Time to Hire)
3. Offer Acceptance Ratio
4. Source Mix
5. Cost Per Hire
6. Fulfilment Ratio (developing)
7. Team Productivity
8. Profiles to Recruiter, # daily
9. Profiles to Technical Interview, # or % per period
10. Candidates Interview Feedback (piloting)



# Fulfillment Ratio: How many positions filled? Filled in Time?

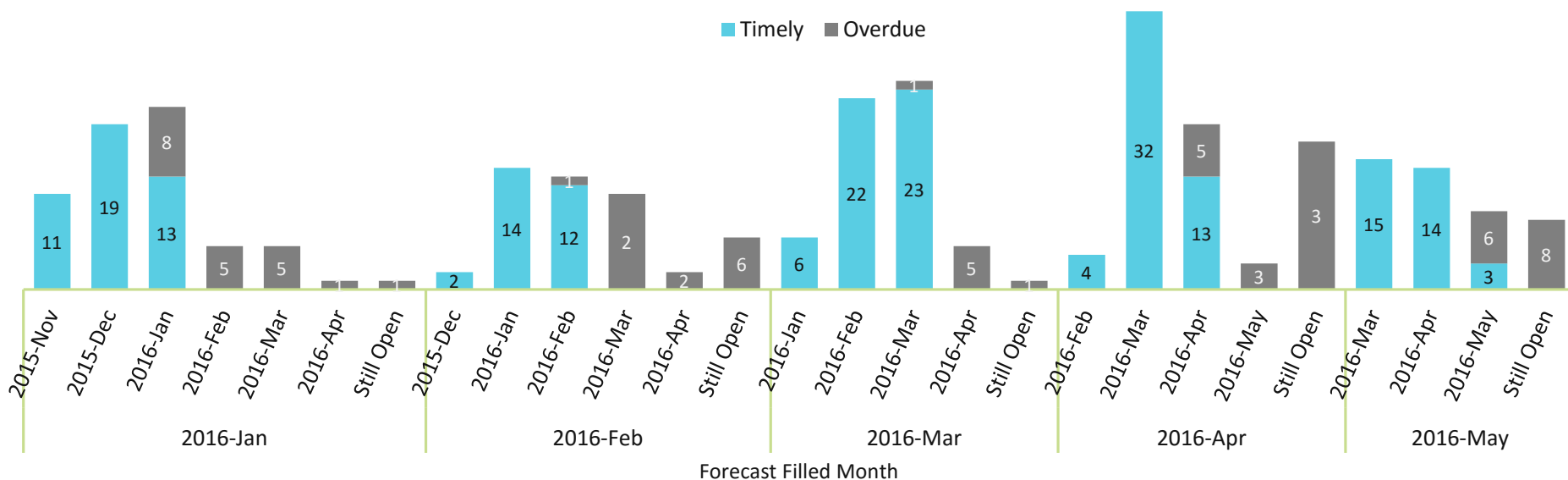
Positions by Forecast Filled Date

Timely Overdue



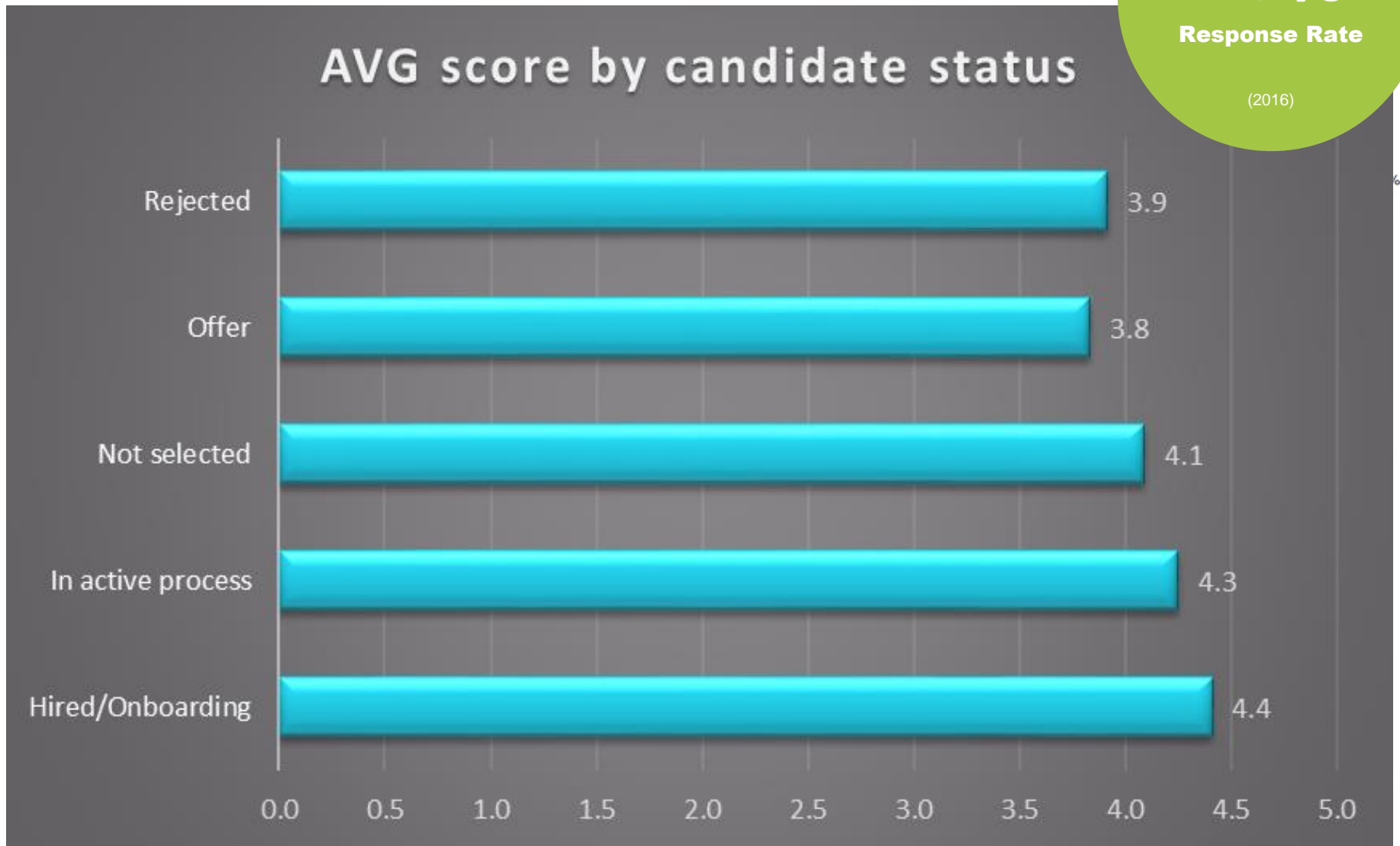
Positions by Forecast and Fact Filled Date

Timely Overdue



# Post-Interview Feedback

Average  
**20%**  
Response Rate  
(2016)





**THANK YOU!**  
**QUESTIONS?**